

TERMS OF REFERENCE FOR REQUEST FOR PROPOSALS

Assignment	LTA for Human Resource Management and Operational Support to programme implementation in camps.
Location	Za’atari Refugee Camp , Mafraq Governorate Azraq Refugee Camp , Zarqa Governorate Garden Camp , Ramtha Governorate Emirates Jordan Camp , Zarqa Governorate
Duration	3-years renewable for additional 2-years based on satisfactory performance and availability of funding
Reporting to	Programme Manager, Social Policy and Protection Section

1. JUSTIFICATION/BACKGROUND

The Syrian refugee crisis extends into its thirteenth year in 2024, with Jordan continuing to provide refuge to over 1.3 million Syrians, including 611,473 registered refugees (80 per cent in host communities)¹. Around 125,000 Syrian refugees live in camps², with the highest share living in Za’atari Camp (76,000), followed by Azraq Camp (43,000), Emirates Jordan Camp (7,000), and Garden Camp (600). Jordan also hosts 75,000 registered non-Syrian refugees³ and over 2.3 million registered Palestinian refugees⁴. Za’atari, Azraq, and Garden camps operate under the joint management of the Syrian Refugee Affairs Directorate (SRAD) and the UN Refugee Agency (UNHCR) while the Emirati-Jordanian Camp is under the joint management of SRAD and the Emirati Red Crescent (ERC).

Located 10 kilometres (km) east of Mafraq city, in the Governorate of Mafraq, Za’atari camp was established in July 2012 and is home to an estimated 78,000 Syrian refugees living in around 26,000 prefabricated shelters (known as “caravans”), including 44,000 children. The camp is divided into 12 districts and hosts a vibrant local market with over 1,200 shops, in addition to key facilities and services such as hospitals, schools and intermittent electricity. Close to 40 organizations, United Nations agencies, international and national Non-Governmental Organizations as well as private companies operate in Za’atari camp under the joint management of SRAD and UNHCR.

Azraq camp opened in April 2014 as Za’atari reached its full capacity. Azraq is located in the Governorate of Zarqa, 20 km west of Azraq city and 90 km from the Jordan-Syrian border, in desert terrain. With a size of 14.7 km², Azraq camp was designed to host at least 55,000 refugees; however, there are currently an

¹ [External Statistical Report on UNHCR Registered Refugees and Asylum-Seekers Jordan as of 31 August 2024](#)

² August 2024. [Situation Syria Regional Refugee Response \(unhcr.org\)](#). 54 per cent of those living in camps are children. In Za’atari, Azraq, EJC, and Garden, the populations are comprised of around 57 per cent, 61 per cent, 54 per cent, and 44 per cent children, respectively.

³ [External Statistical Report on UNHCR Registered Refugees and Asylum-Seekers Jordan as of 29 February 2024](#) non-Syrian registered refugees include 55,292 Iraqis, 12,768 Yemenis, 4,944 Sudanese, 475 Somalis, and 1,057 refugees of other nationalities.

⁴ [Where We Work | UNRWA](#)

estimated 42,000 refugees, including 25,000 children, residing in around 9,000 caravans in four “villages”. Syrian refugees in Azraq have access to similar services to refugees in Za’atari, though they face different challenges given the relative isolation of Azraq camp from an urban area and the sprawling nature of the camp, which can make it difficult to move between different villages.

The Emirati-Jordanian Camp (EJC) is located 25 km east of Zarqa, on the highway to Saudi Arabia and hosts around 7,000 Syrian refugees, including around 3,700 children. The camp was opened in 2013 to cope with the overflow from Za’atari refugee camp and is funded by the United Arab Emirates (UAE). It is jointly managed by the UAE Red Crescent and Jordanian authorities through SRAD, in coordination with UNHCR. In addition, EJC is under the humanitarian coordination mechanisms in place for the neighbouring Azraq camp. Through funding from the UAE, Syrian refugees in EJC are guaranteed access to their basic needs: food, education, housing, health, job, and volunteering opportunities for two members of each family. UNICEF provides limited education and child protection services in EJC.

Garden Camp is located in the city of Ramtha, 5 km away from the Jordanian - Syrian border, 22 km away from Irbid and 86 km away from Amman. With an approximate area of 30,000 m², it was originally built as a park for local residents and started being used as a camp in 2012, along with Cyber City, prior to the opening of Zaatari camp. The camp is divided into 3 districts, A, B, and C and counts 110 caravans and the population is currently around 600, with a mix of Palestinian Refugees from Syria (PRS), mixed Jordanian-Palestinian families and Syrian families. 50% of the camp residents are female and children represent 50% of the total camp population (280 children). UNICEF provides WASH services in Garden, and limited education, and Makani activities.

Overview of UNICEF assistance

UNICEF has been working in Syrian refugee camps in Jordan since they were established, providing essential services for children to achieve their full potential and realize their rights. UNICEF delivers its programmes in camps with the support of incentive-based volunteers (IBVs), who are refugees residing in these camps.

Responding to refugees’ evolving needs, a comprehensive approach was developed for the provision of an integrated package of services under one roof - the ‘Makani’ (“My space” in Arabic) programme. UNICEF Makani centres offer multi-sectoral services for children and young people, families, and community members. It promotes and contributes to children and young people’s development and well-being – physical, cognitive, social, and emotional. The required technical expertise for Makani programme delivery was built-up through several phases, the most recent phase being focused on strengthening the capacity of the Syrian refugee facilitators as part of the direct implementation modality.

In 2018, within the environment of decreased funding and global reprioritization of the Syrian crisis, UNICEF streamlined the management of Makani centres in camps. This arrangement transferred both ownership and leadership of the program to the Syrian refugees, whereby operational functions at Makani centres are managed by a UNICEF contracted specialized institution. As of January 2024, UNICEF continues to directly manage the programme through 16 centres (8 in Azraq, 8 in Zaatari) with support of over 650 Syrian volunteers living in these camps.

In the refugee camps, UNICEF is responsible for facilitating the provision of education services to children in close partnership with the Ministry of Education of the Hashemite Kingdom of Jordan.

UNICEF is responsible for operations in 51 schools and 29 pre-primary education centres across the Syrian refugee camps provided (largely in double shift) across 20 school compounds and 20 KG centres. This includes over 660 Syrian volunteers who support learning, community outreach and administration. In addition, UNICEF supports school operations, namely the maintenance, security (Zaatari only) and cleaning of schools, as well as warehouse management. Over 740 Syrian volunteers support school operations. In Garden Camp, UNICEF provides transportation of children to school in the host community, and in Azraq transports to school children with disabilities and chronic diseases. Syrian volunteers act as transport monitors for these services.

UNICEF provides continuous Water, Sanitation and Hygiene (WASH) services in Za'atari, Azraq and Garden camps. These services are provided through the operation and maintenance of centralized water supply and wastewater systems, combined with water trucking and water distribution, wastewater conveyance and treatment systems, desludging and solid waste management and disposal⁵. Through all these operations, Syrian Volunteers are engaged directly by UNICEF for the monitoring and quality assurance of the activities provided by third parties (i.e. Private Contractors) who are responsible for the operation of these systems.

UNICEF therefore seeks the services of a highly qualified and experienced contractor to provide professional operational support to programmes in refugee camps as follows:

- 1) Human resource management of Syrian refugees engaged through incentive-based volunteering opportunities.
- 2) Facility Management and Logistics (including procurement of supplies/materials as needed, warehousing, maintenance, cleaning, and guarding/security):
 - a. Education: 32 schools, 22 KG, 1 warehouse in Zaatari, 15 schools, 6 KG, 1 warehouse in Azraq, 4 schools, and one KG in EJC.
 - b. Social Policy and Protection: 16 Makani centres, 6 playgrounds and 2 warehouses in two camps.
 - c. Humanitarian: 1 Cinema in Zaatari camp
- 3) Transportation of children to/from schools in Azraq and Garden Camps, with adequate safety and protection measures in place.

2. OBJECTIVE OF THE ASSIGNMENT

The purpose of the assignment is to provide operational support to 16 Makani centres, 6 playgrounds in Zaatari and Azraq, including managing over 650 incentive-based volunteers in Makani centres, and 50 supporting WASH activities in Za'atari, Azraq and Garden Camp, 1 Cinema in Zaatari camp as well as to 51 schools, 29 kindergartens in Zaatari, Azraq and EJC and support in Garden Camp. This includes around 1,400 Syrian volunteers who support learning, community outreach, administration, cleaning, maintenance, security, transportation and warehouse supervision.

The services to be rendered by the contractor are detailed in section 3 but essentially fall in the following categories:

⁵ Solid waste management is only for Garden camp.

- Recruitment of Syrian refugee volunteers in line with programmatic and operational requirements provided by UNICEF and in compliance with the camps SOPs, including equipping operations personnel with visibility clothes (like vests), PPEs (for safety requirements, when needed) and visibility materials with UNICEF's logo (banners, stickers, etc).
- Management of Human Resources, including provision of a standardized induction package developed in coordination with UNICEF, management of HR files, performance management and other HR requirements such as leave and attendance management.
- Financial management including monthly incentive payments in line with the camp SOPs and as per the modalities detailed under Section 3(VIII), issuance of pay slips, management of petty cash and other eligible camp-level expenses (EJC and Garden camps for Education programmes)
- Facility management including maintenance, cleaning, warehousing, security, and safety of assets.
- Logistics and supplies, including ensuring that the facilities are equipped, and that volunteers and beneficiaries have access to consumable and non-consumable items required for the effective running of the interventions as per the detailed list provided by UNICEF.
- Transportation for staff to conduct day-to-day activities inside camps. Vehicle model year must not be older than five years and should be in good technical condition.
- Transportation for children with disabilities in Azraq camp and children who attend public and UNRWA schools in Garden Camp, with adequate safety and protection measures in place.

The contractor should have dedicated HR, Logistics, and warehouse management systems with tracking systems (including warehouse RFID, GPS tracking of vehicles, etc). The contractor will be responsible to provide their staff with laptops and mobile phones, phone lines and internet as needed. The contractor will also be responsible for furnishing field offices, including equipment such as printers, air conditioners, etc.

3. SCOPE OF THE WORK (WORK ASSIGNMENT)

The contractor is expected to perform the following activities at the stated frequency and location and provide status updates reports on bi-weekly, monthly, quarterly, and yearly basis as detailed in the forthcoming Sections 4 and 5.

To perform these various operations assignments, the contractor will need to establish an appropriate operations structure that consists of:

- Common Personnel (i.e., cross-sectoral between various UNICEF's business units): Both at Head Office Level and Camps' Level
- Dedicated Personnel specific to UNICEF's business units (e.g. specific to Education).
- Syrian refugee volunteers who will be supporting the operation and execution of the activities listed below (UNICEF to identify various roles and numbers of volunteers based on the need).

List of Activities under Work Assignment:

I. Recruitment of Syrian refugee volunteers

- The contractor will maintain a detailed roster of refugee candidates, based on the standardized TORs provided by UNICEF; and on vulnerability and other prioritization criteria defined in accordance with UNICEF.
- Advertising for standard positions will be done in compliance with the camp SOPs' advertisement rules.
- The contractor, in coordination with UNICEF, will organize transparent recruitment processes, in line with camp SOPs.
- All logistics arrangements during the hiring process will be managed by the contractor as per the contractor's policy.
- The contractor will issue letters of appointments to the appointed employees on their company letter heads (since the company will be legally recruiting the volunteers).

A breakdown of standard positions, average number of positions, corresponding skill level and rotation period will be provided as part of HR requirements in consultation with UNICEF.

Important note on payment of incentives:

UNICEF will process the payments of incentives in favour of the recruited Syrian Refugees directly, based on the approved payroll prepared by the Contractor. However, and on a provisional basis, the selected bidder should be able to demonstrate a financial viability in a form of liquidity/ cash in its bank account that would cover the overhead costs, procurement required and incentives of Syrian IBVs in EJC and Garden camp for a period of two months.

II. Management of human resources

- In coordination with UNICEF, the contractor will deliver a standardized induction package, containing but not limited to the UN Code of Conduct, Child safeguarding, PSEA, Health and Safety and Feedback and Complaint mechanism.
- If not available, the contractor will be responsible for developing and regularly updating a comprehensive HR policy for Syrian refugee volunteers in line with camp SOPs and in agreement with UNICEF.
- The contractor will be responsible for managing the performance – considering feedback from UNICEF staff of the recruited employees and their discipline as per the company's policies.
- The contractor will be responsible for tracking and monitoring attendance of Syrian recruited volunteers through time sheets, regular spot checks and computerized HR system.
- The contractor will be responsible for rolling out an effective and safe Feedback and Complaint mechanism, building on camp best practices, in coordination with UNICEF.
- The contractor shall immediately report any PSEA issues, grave misconduct, or violation of the code of conduct by its Syrian volunteers to UNICEF, and act upon guidance received from UNICEF.
- The contractor shall conduct investigations and prepare investigation reports upon guidance received from UNICEF.
- UNICEF reserves the right to direct the contractor to discontinue the contracts of the refugee volunteers based on programmatic needs, violation of contract rules, or poor performance issues.
- The contractor will be responsible for delivering/communicating messages from UNICEF to the Syrian refugee volunteers.
- The contractor will be responsible to provide Syrian volunteers with visibility items such as vests with UNICEF logo. The contractor will be responsible to distribute and exchange the vests when needed.

- The contractor will be responsible to provide personal protective equipment (PPE) to Syrian volunteers, especially maintenance team to ensure safety while conducting their roles. the PPE items include safety boots, helmets, gloves and any other items in consultation with UNICEF.

III. Insurances – Medical, Death and Disability

- The contractor is required to provide and facilitate personal accident insurance to cover for medical, death and disability to the Syrian volunteers, beyond the camp coverage provided by UNHCR as detailed in the camp SOPs. Insurance costs should be fully included in the financial proposal submitted by the contractor.
- The contractor will be responsible for facilitating the management of the insurance claims from initiation to final payment beyond the coverage provided by UNHCR as detailed in the camp SOPs.
- The contractor will also orient the refugee volunteers on the insurance policy and claim procedures.

IV. HR Database management

- Using a specialized HR software, the contractor will maintain and update the database of all Syrian volunteers which will include the contracts duration, start and end dates, position, skill level, designated site, rate per hour, leave records, insurance details, training records and performance management. With a full report to be submitted to UNICEF at the end of each week.
- The contractor will share relevant parts of the database monthly with UNHCR through UNICEF in line with the reporting requirements highlighted in the camp SOPs.
- The contractor will share any requested information regarding information of Syrian volunteers' numbers, actual working days segregated into camp, gender, position for reporting purposes.

V. Leave entitlements and maintenance of leave records

- The contractor shall follow up on the standard protocol for managing leave and attendance, which should include the following basic entitlements, and reflect these in all letters of appointments:
- Working hours will be in line with camp SOPs and working days determined in accordance with UNICEF based on programmatic and operational needs. The contractor will maintain daily records of attendance at all sites through the computerized system as well as attendance books; and compile the information on a monthly basis to issue payments in line with hourly rates specified in the camp SOPs.
- Annual leave: skilled, highly skilled and technical staff (volunteers) will be entitled to 1 day of annual leave per month. The annual leave year runs from 1st January to December 31st each year. Leave should only be used as accrued. Unused leave from one year shall be carried forward to next contract period subject to the maximum accumulation of 30 days beyond which the leave will lapse. There will not be any provision for en-cashing the unused leave during or at the closure of the contract.
- Casual/Sick leave: skilled, highly skilled and technical staff will be entitled to 14 days casual/sick leave per year or the pro-rata amount. It should be used only as accrued. Casual/Sick leave will not be carried forward to the next calendar year and will not be compensated for unused sick leave at the end of the year.
- Maternity leave should be provided to women in line with the company's policy and national law.
- Leave without Pay: any additional absence other than prescribed above for whatsoever reason shall be treated as leave without pay and shall be adjusted in the monthly remuneration.

VI. Detailed modality regarding the payroll of incentive to Syrian volunteers

- The contractor will provide UNICEF with detailed payroll for monthly incentive of Syrian volunteers.
- The contractor will be in charge of supporting the volunteers with opening wallets (as needed)
- The contractor will be in charge of confirming the wallets on monthly basis (as needed)
- The contractor will provide orientation for volunteers on the use of e-wallets (as needed)

VII. Detailed modality regarding the payment of Jordanian MoE personnel

- The contractor will make payments to the Jordanian MoE personnel (Teachers, DoE staff, Principals) who attend trainings, workshops according to requests shared by UNICEF within two weeks of the request date. The contractor will be responsible for ensuring the safety of cash transfers to and from the camps and or training location, and for facilitating the distribution of cash payments at designated locations. UNICEF will not be held liable for any losses incurred by the contractor.
- The contractor will ensure that payment slips are issued for all the payments made and a copy of it maintained in the contractor's records.
- The contractor will maintain an up-to-date overview and checklist of all payments made for claims received and paid.

VIII. Detailed modality for the payment of incentives to Syrian volunteers in EJC and Garden Camps and extra workers in Zaatari and Azraq Camp

- The contractor will make incentive payments to the Syrian volunteers within the first two weeks of the following month. The contractor will be responsible for ensuring the safety of cash transfers to and from select camps, and for facilitating the distribution of cash payments on a monthly basis at designated locations within the camps as per the camp SOPs. UNICEF will not be held liable for any losses incurred by the contractor.
- The contractor will ensure that payment slips are issued to its Syrian volunteers for all the payments made and a copy of it maintained in the contractor's records. In line with the camp SOPs, the contractor will also be responsible for uploading all payment information to UNHCR's Refugee Assistance Information System.
- The contractor will maintain an up-to-date overview and checklist of all payments made for claims received and paid to its Syrian volunteers.

IX. Facility Management (including maintenance, cleaning, and security)

- The contractor will be responsible for ensuring that centres structures (caravans, pre-fabs, rub halls, playgrounds, sports facilities, etc.) are maintained in good conditions at all times; and are attractive to children and youth. The contractor will be responsible for reporting any substantial maintenance work that goes beyond the scope of this contract to UNICEF in a timely manner.
- The contractor will ensure that plumbing and electrical systems are in working order at all times and will alert UNICEF of any systemic issues that go beyond the scope of this contract.
- The maintenance of centres will include maintenance of WASH facilities inside the centres, for example, repair or replace of broken taps, fittings and pipe connections in toilet and handwashing stations, and toilets maintenance. However, it will not include water supply and desludging, which will be done by the WASH sector.
- The contractor will be responsible for ensuring that the structures and compounds are clean and safe at all times, and that solid waste is disposed of in coordination with the WASH sector.
- The contractor is responsible for the implementation of complaint and feedback mechanism in all venues. This includes orientation, installation of complaint boxes in all sites, the visibility of visual

messages on the availability of these boxes and the relevant PSEA messages and reporting on the complaints/feedback received on monthly basis.

- The contractor will be responsible to provide communication for line and/or internet (sim cards) to facilities and or Syrian Refugee volunteers as agreed with UNICEF.

Cleaning and Disinfection

- The contractor will be responsible for ensuring that the structures and compounds of the facilities are clean at all times and disinfected based on needs, and that solid waste is disposed of in coordination with the WASH sector.
- The contractor is also responsible for ensuring that water storage units in schools are maintained, clean and safe at all times.
- The contractor in coordination with UNICEF will need to develop and agreement with an accredited water quality testing institution to randomly and regularly test the water quality in line with UNICEFs standards and ensure its safety.
- Given the risk created by COVID-19 and other possible public health threats, the contractor will abide by all public health and safety protocols and develop monitoring mechanisms.

Security/ guarding of facilities⁶:

- The contractor must ensure 24/7 security of the facilities and safety of all assets by having a dedicated Security Coordinator in the team, to support the recruitment and capacity building of security supervisors and guards based on the requirements for the positions.
- Security supervisors and guards must be fit for the requirements and attend mandatory Security Training and orientation and adhere to procedures. In addition to the training, Contractor shall organize drills for security guards and supervisors at least once per rotation.
- Guard deployment and shift management must ensure that guards work in 4 shifts per site, with at least 1 guard per shift. Number of guards per shift is decided in consultation with UNICEF according to need.
- The contractor must systematically assess safety and security of facilities and recommend additional measures to UNICEF if required.
- The contractor is accountable for any damage to the UNICEF facilities or loss of assets and must manage the guards' duties competently.
- All incidents and security breaches must be reported promptly to UNICEF along with all required documents.
- Contractor must ensure execution of UNICEF's access control policies and security procedures, including but not limited to daily visitor logs and assets logs.
- Guards must maintain perimeter security through systemic patrolling to deter potential theft or damage to property. Guards must also observe any movement of valuable assets and prevent unauthorized relocation or removal of UNICEF property and maintain appropriate logs.
- Guards must wear visibility items, be equipped with LED flashlights and whistles, report on time, and not leave their posts until properly relieved.
- The contractor is responsible for proper use of all UNICEF-provided equipment for security supervisors and guards.
- The contractor must ensure that security supervisors and guards are able to contact them and UNICEF team for instructions as per guidelines by having an active mobile phone communication to immediately report any incident.

⁶ This does not include the Ministry of Education facilities in Azraq Camp.

X. Procurement and Logistics Services:

Procurement Services

- The contractor will be responsible for maintaining furniture and replacing furniture based on lists shared by UNICEF or requests for replacement approved by UNICEF.
- The contractor will be responsible for supplying the centres with equipment in line with the list provided or requests submitted by UNICEF to the contractor.
- The contractor will be responsible for supplying and providing the facilities with consumables, cleaning items and stationeries required for the day-to-day running of the centres, in line with the list of items provided by UNICEF.
- The contractor will be responsible for the maintenance of the generators at each designated site, and the provision of fuel and replenishment of stocks to maintain fuel tanks full at each of the designated sites.
- The contractor will be responsible for the safety and security of fuel and will be responsible for the provision of fire extinguisher for each site.

Logistics/ Warehousing Management Services

- The contractor will be responsible for managing the warehouses in both camps as well as maintaining an updated inventory with the summary shared with UNICEF on a bi-weekly basis.
- The contractor must provide a detailed comparison price list from at least three different suppliers along with a copy of the original offers from the selected supplier for any procurement requested by UNICEF. This includes the regular maintenance, cleaning, and safety items.
- The contractor will be responsible for implementing needed measures to guarantee the safety and security of the materials in the store.
- The contractor will be responsible for providing the ability to rapidly deliver materials to/from the camps and within the camps as requested.
- The contractor will be responsible for supplying the schools and KGs with materials needed for the implementation of education projects in line with the list provided or requests submitted by UNICEF. This includes ICT assets while maintaining a clear datasheet on status of each item and assets management.
- The contractor will be responsible for maintaining and sharing an updated stock inventory for assets under the contractor's custodianship.

XI. In-kind donations / disposal

In case UNICEF arranges in-kind donations for centres/schools, the contractor shall be responsible to:

- Arrange transportation and delivery of the donations to the camps (transportation expenses to be covered by the Procurement line) when needed.
- Request the permits for the goods or service providers to be delivered to the camps.
- Receive the donation and provide a full list of items with quantities and description to UNICEF.
- Add the new goods to their inventory inside the camps.
- Distribute the goods to the centres/schools in the camps.
- Handle the new goods as any other consumable/equipment inside centres in the camps.
- Prepare and provide an acknowledgment letter to the donor after receiving the goods or services.
- In case UNICEF arranged disposal of items, the contractor shall be responsible for taking this forward.

XII. Transportation

- The contractor will be responsible for the daily transportation of children with disability in Azraq camp (approx. 10 buses). Suitable buses should be provided.
- The contractor will be responsible for the daily transportation of Garden camp students to/from schools (approx. 3 buses).
- The contractor will be responsible for ensuring that transportation adheres to safety and child protection standards shared by UNICEF and that drivers and escorts receive adequate level of training and monitoring as per the requirements **(Annex A)**.

Noting that the number of passengers and the number of buses needed mentioned in the operational requirements are subject to change.

4. EXPECTED DELIVERABLES

A. HR Support

Bi-weekly, monthly, quarterly, and annual detailed HR databases of all its Syrian Volunteers, which will include the duration of contracts, start and end dates, position, skill level, designated site, rate per hour, leave records, insurance details and performance management (one for each camp) and the list of training that they undertook.

Bi-Weekly reports on:

- a. IBVs registered in the rosters, hired, inducted, rotated and paid.
- b. Vacancy list
- c. Number and types of complaints received, and actions taken.
- d. Updated action tracker

Monthly, quarterly, and annual reports on:

- a. Detailed financial report.
- b. Bank reconciliation of the project account
- c. Narrative report on progress in implementation
- d. Payroll list
- e. HR data base
- f. Monthly report on messages from complaint boxes

B. Facilities Management Support

Comprehensive **monthly, quarterly, and annual** reports that detail all activities linked to facilities management. The reports shall be per facility level in **each camp** and for all camps, that shall include at minimum:

- 1) A summary tabulation for all facilities, broken down per category (i.e. ED, SP, and WASH), facility type (i.e. schools, kindergartens, Makani centres, playgrounds, warehouses, etc), general assessment of facility status, key actions implemented, total incurred costs, and summary recommendation for any critical intervention needs to be performed.
- 2) Detailed log at a facility level for all activities and services rendered monthly and annually.
- 3) Detailed financial report on facilities management at facility level.

- 4) List of inventory items in each facility
- 5) Updated action tracker
- 6) Per Camp: Weekly incidents report

C. Procurement and Logistics (warehousing) Support

Procurement:

Monthly, quarterly, and annual reports on the procurement activities, that include:

- 1) Supply plan per camp (ordered versus planned)
- 2) Per camp level: List of acquisitioned items, brief description, quantities, acquisition date, delivery location, and acquisition price.
- 3) Vendor/ supplier report (name of supplier, supplier's address, supplier's focal contact, monthly procurement value, and overall performance rating)
- 4) Summary procurement report for all camps (per category of items, quantities, and cost).

Warehouses Management

Monthly, quarterly, and annual reports per warehouse at camp level, that include:

- 1) Warehouse Summary Report (items listing, items codes, unit of measurement, items acquisition date, items acquisition price, PO reference, ordered quantities, received quantities, released quantities, expiry date, and overall inventory value.
- 2) Warehouse Report on fast-moving items, slow moving items, and dormant items.
- 3) List of dangerous items
- 4) Weekly incidents report
- 5) Warehouse physical conditions and other assets.

D. Transportation Support

Monthly, quarterly, and annual reports on transportation services, per Camp, that include:

- 1) Daily log of trips (bus numberplate, location, number of transported persons, mileage, and trip cost)
- 2) Monthly summary of number of transported persons and transportation cost.
- 3) Weekly Incidents report.

E. Financial Management

Monthly, quarterly, and annual reports on all incurred operational costs. Contractor should have a financial management system that is updated on daily basis to capture the expenses incurred in each cost centre at camp level. The system will be able to link to general ledger and keeps copies of all original invoices, receipts, etc.

Contractor will provide detailed and summary financial reports for all incurred monthly and annual costs for - but not limited to - the following level of reporting:

- 1) Cost breakdown per Programme (Education, Social Policy, WASH, Humanitarian etc.)
- 2) Cost breakdown per activity per camp
- 3) Operating cost details
- 4) Cashflow report
- 5) Additional to be agreed upon per UNICEF's requirements.

Important Note:

1. UNICEF reserves the right to audit any contract, report, financial account, and any other documents/ management information systems pertaining to the contractor during or after the contract validity. UNICEF will undertake periodic spot checks of the company financial statements for quality checks. Additionally, as stated in UNICEF General terms and conditions article 3.9, Each of the invoices paid by UNICEF may be subject to a post-payment audit by UNICEF's external and internal auditors or by other authorized agents of UNICEF, at any time during the term of the Contract and for three (3) years after the Contract terminates. UNICEF will be entitled to a refund from the Contractor of amounts such audit or audits determine were not in accordance with the Contract regardless of the reasons for such payments (including but not limited to the actions or inactions of UNICEF staff and other personnel).
2. Selected bidder should have an Information Management System (MIS) that will generate reports for HR Management, Finance & accounting System, Procurement & Inventory Management, Facilities Management and Transportation Management, with well-maintained, accurate and reliable database.

5. DELIVERABLES TIMEFRAME

Annual contracts will be established against the LTA, with a reporting requirement based on bi-weekly, monthly, quarterly, and annual basis and ad hoc reports upon need.

6. PAYMENTS PLAN AND PAYMENTS TERMS

Payment is contingent on approval of the due reports by the contract manager and will be made as indicated in the above payment plan. No Advance payment to be made. Payments will be made against each milestones/deliverable and only upon UNICEF's acceptance of the work performed. The terms of payment are net 30 days, after receipt of invoice and acceptance of work. Payment will be affected by bank transfer in the currency of billing.

Payment plan

Deliverable	Period
HR Support	Monthly
Facilities Management Support	
Procurement and Logistics (warehousing) Support	
Transportation Support	
Financial Management	

7. INTERNATIONAL TRAVEL

Not applicable

8. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE**A. Firm Profile and Qualifications**

This assignment /operation is planned to be conducted by a registered, qualified, and experienced institution/company, which has demonstrated strong expertise in human resource, operational and project management. Additionally, the entity / bidder should have established credibility in the following areas:

- Demonstrated capacity and experience in handling recruitments, human resources management and financial management at large scale.
- Programme management for large scale development programmes.
- Capacity to handle disbursement of large sums of cash with experience of field level monitoring and investigations.
- Demonstrated experience in maintenance, logistics, warehousing, and facilities management.
- The contractor should have a well-structured organogram, incorporating all functional areas to handle the day-to-day operational requirements, employing qualified staffing whose minimum qualifications should be university graduates relevant to the functional role, have reasonably adequate number of years of relevant experience and fluent in English and Arabic.
- The contractor should have qualified and reasonably adequate engineering and logistic staff with suitable qualifications and experience to ensure a full capability to handle the maintenance and logistics tasks in all camps.

B. Personnel (Jordanian nationals)

Bidder to propose qualified personnel that will be able to manage the various operational activities addressed in the work assignment. Bidder has the flexibility to offer a resource to assume the roles listed below, or a resource who can assume one role or more.

Bidder to pay attention to the following key notes during the preparation of the proposal. These requirements should apply during implementation of the LTA and/or subsequent contracts.

Key Notes

Staffing proposal during solicitation stage	<ul style="list-style-type: none"> • UNICEF will maintain its right to negotiate the quantity of staff, functional roles, times allocations/ coverage and other aspects relevant to the <u>suitability, efficiency and cost effectiveness as to be depicted in staffing list & organigram proposed by bidder</u>. Such possibility for technical refinement and cost optimization will be only open to bidders whose proposals were evaluated as technically sound/ technically qualified, via a Best and Final Offer (BAFO) process.
Staffing during implementation of services	<ul style="list-style-type: none"> • At any given time, if UNICEF finds that the number of staff, their competency or performance levels are not in line with the agreed terms and conditions, UNICEF reserves the right to request for an immediate change of the concerned staff at equivalent qualifications and experience. Failure to comply may lead to the contractor's contract being terminated without prior notice.

Staffing downsizing / up-scaling	<ul style="list-style-type: none"> In a situation where UNICEF's programmes/ operations in the camps need to be scaled down or scaled up following funding or programmatic reasons, bidder will need to adjust the staffing requirements in proportion to the agreed downsizing/ up-scaling levels. Bidder to reflect the two scenarios (30% and 50% reduction) in the technical proposal and Annex B in a way to ensure a cost-effective and efficient implementation. Baseline for Syrian IBVs: Approx. 2,400 as per the current numbers.
Staffing Cost	<ul style="list-style-type: none"> Bidder should indicate staff cost as per the detailed template of the financial proposal, <u>WITHOUT including any company profit / management fee or markups</u>. UNICEF will require copies of necessary supporting documents and costs evidence as needed. Bidder to indicate annual salaries increments in the financial proposal, if applicable.

Project Manager

Qualifications of the Project Manager are identified under these Terms of Reference:

- Advanced degree in business administration, HR management, engineering, or project management.
- A minimum of seven years progressive professional experience in the related fields.
- Track record of large-scale management of Human Resources.
- Demonstrated strong skills in communication (Arabic and English), oral and written (especially reporting).
- Knowledge of the development and humanitarian sector.

Key Roles (Office based with oversight and monitoring of the camp work):

- HR Officer
- Finance Officer
- Procurement and Logistics Officer
- Facility Officer/ Engineering Officer
- Security coordinator

Qualifications and Experience

- At least 5 years of progressive experience in the domain of expertise required above in the key common roles.
- Relevant university degree in business administration, accounting, finance, engineering, procurement, logistics – as linked to the assumed function.
- Demonstrated experience in managing large operations; with reference to at least with successful undertaking of one project of a similar scope.
- Demonstrated skills in communication (Arabic and English), oral and written (especially reporting).
- Descent characters and has a good social and cultural acumen.

Other Key Resources (camp level):

Bidder to propose Jordanian staff with suitable profiles (university degree, qualifications, and years of experience) to run the daily operations in the camps. Functional roles and quantities of resources to be determined by bidder, with a clear indication of the functional sitting and responsibilities. A detailed organigram for these roles to be provided in addition.

Bidder to propose suitable roles and quantity of resources to cater for the current operations (as-is) based on the camp inspection visits/ information provided by UNICEF. As well, bidder should be able to demonstrate cost-effectiveness and efficiency when responding to request by UNICEF to alter quantities of camp resources (either to increase or decrease level of services) in respect to funding constraints.

For example:

- HR associate in camp x
- Logistics associate in camp x
- Finance/ accountant associate in camp x
- Engineer in camp x
- ... others

9. LTA & CONTRACT MANAGEMENT

The contractor (service provider) will regularly report to Programme Manager (Makani). The Social Policy and Protection Section at UNICEF Jordan Country Office will be responsible for the contract supervision.

10. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

Overall performance of the contractor will be evaluated against the following criteria.

- Client orientation
- Timeliness
- Flexibility in adapting to changing conditions in camps.
- Attention to detail and thoroughness in completing actions requested by UNICEF.
- Sensitivity in addressing HR issues with Syrian refugees (including but not limited to cultural, religious, gender, etc.)
- Ability to prevent and control opportunities of frauds, misconduct, abuse of financial resources, abuse of authority, etc.

11. FREQUENCY OF PERFORMANCE REVIEWS FOR LTAs AND CONTRACTS

Contracts: Every 6 months, based on the monthly reporting, bi-weekly and ad-hoc coordination meetings at technical level in camps, field monitoring and spot checks.

LTA: LTA will be reviewed on annual basis.

12. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

UNICEF reserves the right to withhold payment and consolidated output until the contractor provide satisfactory quality output as reviewed by the project manager / supervisor. In case of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted. If the contractor is unable to complete the assignment on agreed time frame and acceptable quality, liquidated damages

could be claimed and subsequently, the contract could be terminated in accordance with the General terms and conditions stated in the tender document.

13. CALL FOR PROPOSALS

A two-stage procedure shall be utilized in assessing the proposals, with assessment of the technical proposal being completed prior to any price proposal being compared. Applications shall therefore contain the following required documentation:

Technical proposal

Applicants shall prepare a proposal as an overall response to TOR ensuring that the purpose, objectives, and deliverables of the assignments are addressed. **See Section 14 below for more details.**

All proposals to include (but not limited to):

- Based on the proposed timetable laid down in the TOR, a proposal of the detailed methodology, tentative work plan and time schedule is required.
- Based on a site survey visit to each camp, the bidder should submit a proposed organogram presents common management team (Office Level) and other human resources team (at operations level) per camp. The organigram should clearly depict the functional title, level, and nationality of staff.
- Bidder should provide a separate section that discusses the alternation of proposed organogram that will respond flexibly and adequately to event related to scaling down/ downsizing the UNICEF's operations in the camp.
- Details of proposed resources should be submitted as part of the technical proposal.
- Quality assurance mechanisms, compliance with Government regulations and risk mitigation measures put in place.
- Communication plan
- Example of similar projects done by the contractor.
- At least two references form a previous similar project.
- Updated profiles / CVs of the management team.

In addition, the bidders should include the following in the submission. These eligibility requirements will be reviewed as part of preliminary evaluation to qualify for the detailed technical evaluation.

- a) A copy of Company's certificate of legal registration, incorporated in Jordan at least 3 years ago.
- b) Field of business is relevant to the scope of the RFP.
- c) The financial statements of the last two years.
- d) Bank statement in name of bidder, with an outstanding balance no less than **USD 200,000.00**
- e) Company's UN Global Marketplace (UNGM) registration number. The company is requested to register for, at the very least, Basic and Level 1 stages. For registration and instructions on how to participate in tender, kindly refer to the UNGM site: <https://www.ungm.org/>

Financial proposal for the project implementation

A financial proposal with a breakdown of all costs that are to be charged to UNICEF and based on the operational requirements (**Annex B**, excel file).

The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal.

No financial information should be contained in the Technical Proposal. Financial Proposal should be sent in via an email separate than the technical proposal.

14. REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA

Submitted proposals will be assessed using Cumulative Analysis Method. All request for proposal will be weighed according to the technical (70 points) and financial considerations (30 points). Financial proposals will be opened only for those application that attained 70% (49 out of 70) or above on the technical part. Below are the criteria and points for technical and financial proposals.

Evaluation criteria for technical proposal (Total of 70 points)

1) Technical capacity, Proposed project staffing and Company profile (20 Points total)

- Date and Country of incorporation/registration, at least 3 years. **(2 points)**
- Summary of company business area and previous experience. **(3 points)**
- Team organogram signed Curriculum Vitae (CVs) of ALL key personal(s), with at least 7 years of experience for the project manager, and at least 5 years of experience for each other key resources (i.e., HR Officer, Finance Officer, Procurement & Logistics Officer, Facilities Officer/ Engineer, and Security Coordinator). **(10 points)**
- At Least two previous relevant work undertaken successfully by the contractor with references provided. **(3 points)**
- Availability of various enterprise resources planning (ERP) modules or Management Information Systems (MIS) tools to manage the different functions such as HR, Finance, Inventory / logistics. **(2 points)**

2) Overall Response (10 points total)

- General adherence to Terms of Reference and tender requirements, including clear feedback on the TOR and any suggestions additions/deletions/revisions based on Contractor's experience in other similar assignments. **(10 points)**

3) Proposed methodology and approach (40 points total)

- Proposed Implementation Plan, i.e., how the bidder will undertake each task, and maintenance of project schedules demonstrates timelines will be met. **(10 points)**
- Proposed methodology provides a rigid approach, including putting in place sound quality assurance and quality control plans/ mechanism to ensure meeting the different tasks of the work assignment and achieves at minimum the following key KPIs **(10 points)**:
 - Client orientation
 - Timeliness
 - Flexibility in adapting to changing conditions in camps.
 - Attention to detail and thoroughness in completing actions requested by UNICEF.
 - Sensitivity in addressing HR issues with Syrian refugees (incl. cultural, religious, gender, etc.)
 - Evident system/ mechanism in place to prevent and control opportunities of frauds, misconduct, abuse of financial resources, abuse of authority, etc.
- Proposed methodology responds to events where UNICEF may intend to scale down/ downsize its operations in the camp through a section in the proposal submitted in response to this RFP an alternative organigram that respond to such events, while maintaining cost-effective operations in the camps **(10 points)**

- Sound risk management plan that addresses, mitigates, and manages all possible risks associated with the operations in the camps in particular and the work assignment in general, including addressing various operational and financial constraints **(5 points)**
- Sound communications plan that engages all stakeholders efficiently **(5 points)**

Minimum technical score: 70% of 70 points = 49 points

Evaluation criteria for financial proposal (Total of 30 points)

A separate Financial Offer detailing all activity expenses and logistics should be submitted under this section. The financial proposal should be based on the operational requirements.

The scoring for this bid will be as follows:

- **70% Technical**
 - **30% Financial**
- 100%**

15. CONDITIONS

- The contractor will work on its own computer(s) and use its own office resources and materials in the execution of this assignment. **The contractor's fee shall be inclusive of all logistical and office administrative costs.**
- The selection process for the business management firm will strictly follow UNICEF's internal procurement process and procedures.

Annex D. Transportation safety requirements and child protection standards

1. Main Responsibilities:

- a. Provide busses complying with safety standards for transporting children with disabilities and/or chronic diseases.
- b. Ensure all transportation assistants are trained in handling diverse disabilities, emergency procedures, Child Safeguarding, Prevention of Sexual Exploitation and Abuse (PSEA) and first aid.
- c. Ensure all drivers are trained on Child Safeguarding, PSEA and first aid.
- d. Implement a rigorous driver screening process, including background checks and medical assessments.
- e. Ensure that all busses and drivers have active licenses according to governmental regulations
- f. Ensure busses are maintained regularly and are in optimal working condition.
- g. Ensure busses and drivers have the needed permits to enter the camps

2. Safety and Accessibility:

- a. Prioritize safety measures, including secure wheelchair restraints, and a first aid kit in each bus.
- b. Ensure buses are wheelchair accessible and have appropriate seating arrangements for various disabilities.
- c. Conduct regular safety inspections of buses and adhere to local traffic regulations.

3. Students Selection Criteria:

CWD Transportation in Azraq Camp:

- a. Students with disabilities and/or chronic diseases that affect their ability to walk to and from school, based on official referral and reports by specialized service provider and/or UNICEF
- b. Students with injuries that affect their ability to walk to school, during the period of injury as referred by specialized service provider and/or UNICEF
- c. All villages in Azraq camp are included in the CWD transportation
- d. Approx number of daily transported children in Azraq: 200 in morning shift and 135 in afternoon shift.

Daily Transportation of Students in Garden Camp:

- e. Transportation of all school aged children between camp and schools in Ramtha according to their registration (grade 1-10 to UNRWA schools, G11-12 to MoE secondary schools)
- f. Transportation of Tawjihi students between camps and exam halls in Ramtha
- g. Approx number of daily transported children in Garden camp: 75 in morning shift and 75 in afternoon shift

4. Route Planning and Scheduling:

- a. Develop efficient and child-friendly transportation routes that minimize travel time.
- b. Coordinate with schools' transportation assistants and parents to establish pick-up and drop-off points that prioritize safety and accessibility.
- c. Communicate any changes in schedules or routes promptly to parents through the transportation assistants.
- d. Calculate the optimum number of busses per shift according to the approved list of students shared by UNICEF

5. Communication and Collaboration:

- a. Establish a clear communication protocol between the service provider, parents, school staff, transportation assistants, UNICEF, and relevant authorities.
- b. Provide a dedicated contact person for parents and schools to address concerns, emergencies, or updates regarding transportation services.
- c. Collaborate with UNICEF to address specific needs and preferences of children with disabilities.

6. Monitoring and Reporting:

- a. Implement a system for regular monitoring and evaluation of transportation services, including feedback mechanisms from parents, school staff, transportation assistants and the children.
- b. Maintain records of daily transportation activities, incidents, and any modifications to the service.
- c. Share monthly report of number of children transported and busses utilized.