

Annex A: Terms of Reference
Test Hosting, Test Management, and Proctoring Services
for
UNHCR

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1 Introduction

1.1 Background

The United Nations High Commissioner for Refugees (UNHCR) was established in 1950. UNHCR's mandate is to protect and assist refugees, stateless and other forcibly displaced people around the world, currently more than 82 million people globally. The organization currently employs 17,878 people in 132 countries. For further information, please see www.unhcr.org.

The Division of Financial and Administrative Management (DFAM) administers written functional assessment tests for candidates for Administrative and Finance related positions at grades NO - P5.

Functional assessment is a highly sensitive process because it directly impacts on a candidate's eligibility for recruitment or appointment to a different function or higher position. Therefore, integrity, objectivity, and confidence in the process are critical.

Currently, tests are triggered mainly on an ad hoc basis linked to shortlists for each vacancy. However, DFAM plans to organize periodic group functional test sittings, which will involve large numbers of candidates at various locations worldwide simultaneously undertaking tests on specific dates.

In this context, UNHCR is seeking proposals from qualified companies for the provision of test hosting, test management, and proctoring services, primarily for candidates required to sit a high-stakes exam leading to career-based decisions.

Assessments may vary in duration and usually take the form of selected-response tests or open-ended questions.

1.2 Statement of Purpose & Objectives

In the coming years, DFAM estimates the need to use the testing and proctoring platform for the administration of hundreds of assessments. Estimating the number of assessments per year is challenging as the figure depends on several factors; however, as an indication for 2022, DFAM estimates up to 1,000 written test assessments. In such a context, the solution proposed by interested companies should be highly scalable and cost-efficient.

As part of the offered service, the vendor is required to provide access to a library of combinable professional skills test questions based on job function or test topics containing professional and cognitive subjects as specified in the requirements below.

The purpose is to identify a suitable service provider that could provide scalable, cost-efficient, on-demand, web-based, start-to-end professional services for UNHCR's assessments with a view to ensuring the integrity of the process, simplicity, and efficiency for both the candidate and UNHCR in line with the parameters specified by each assessment, satisfactory user experience, and data security.

The key objectives of the solution are to ensure that each candidate can autonomously schedule and securely take the test/examination using a web-based platform, the candidate's identity is verified, and invigilation of the assessment is performed according to requirements.

2 Requirements

2.1 Test Hosting, Test Management, and Proctoring for UNHCR

It is expected the service provider meets the following requirements:

- The system should be browser/web-based but should not require downloading and/or complicated installations of the testing application.
- The platform should be able to guide the candidate from scheduling the initial appointment to final test submission.
- Operational 24/7, in all time zones, and in all countries (please indicate the countries where the service will not be available/embargoed countries if any).
- Built-in timer function per test and/or question, the timer function should close the question or test once the established time limits have elapsed.
- Access to a library of predefined and customizable tests in the English language (consisting of individual test questions) at different levels of complexity/expertise on the subject of, but not necessarily limited to:
 - a. Accounting, finance, audit, and banking at three different levels;
 - b. Business & Management;
 - c. MS Office Excel (intermediate and advanced level)¹;
 - d. Risk management and mitigation;
 - e. Financial data analysis and results presentation.
- Option to customize the test content by creating bespoke questions and tailor-made tests; option for combining vendor-provided standard questions and UNHCR bespoke questions.
- Option to add questions to collect test-takers biodata, designated candidate ID, location, gender, etc.
 - a. The vendors should indicate the ability to provide the test results including, not only the candidates' name but also the ID code designated to the candidate
 - b. The vendor should indicate the ability to provide automatic location identification through the IP address, photograph metadata, or other tamper-resistant mechanisms.
- Multiple options for Question Types (Multiple-choice, Select-all-that-apply, True/False, Essay, File Upload, Typing/Data Entry).
- Browser management prevents the candidates from accessing the internet or other software, resources on the test-taking device (desktop/laptop).
- Testing and Scoring Workflow Automation:
 - a. Real-time results feedback to the test taker with pass/fail per question for the Multiple-choice, Select-all-that-apply, True/False questions,

¹ The vendor should specify whether testing is possible directly in Excel or through a simulation on their online testing facility.

- b. Informing UNHCR of test results by means of a comprehensive report, dataset per test batch, or dataset for the quarter or year.
- Reporting and analytics (please indicate the available reports: expected examples consist of test scores per test taker, overall summary by test/question, pass/fail percentage by test-taker, by specific test, by question topic.
- Proctoring:
 - a. Candidate Authentication with multi-factor authentication (e.g. passport, picture ID, etc.).
 - b. The system should provide adequate privacy, data protection and confidentiality.
 - c. It should offer the ability to store images and exam logs on its own servers with secure, controlled access, which would be deleted after a duration agreed upon by UNHCR. Furthermore, the ability to store the files (images, video, exams logs) on UNHCR dedicated servers should be possible in case of incident.
 - d. Exam logs and video recordings should be available in easily available format (excluding formats that require a specialized video reader).
 - e. Ability to detect cheating by the candidate, including (facial recognition) technology to detect anomalies during the test and recording logs throughout the test; Further, the system should be able to detect and notify if a candidate opens a new tab or browser for more than a set period of time; The system should also be able to detect and report if the candidate leaves the room or if someone else comes in and provide information.
 - f. At the end of the test, a report should be provided for each candidate, including an incident report for any suspicious cheating activity.
- Ability to transfer assessment-related and biodata to UNHCR dedicated servers, upon request.
- The service should systematically collect user's satisfaction feedback and share it with UNHCR.
- The service provider should have in place quality control mechanisms for service provision.

Optional Requirements:

- Availability of tests in Arabic, French, and Spanish would be an asset.
- The vendor-delivered administration of the test logistics, i.e. contacting and scheduling test takers and other logistical and technical support.
- Designing bespoke test questions based on documentation provided by UNHCR.
- Scoring of essay-type text questions based on answer template provided by UNHCR.
- Live human-led proctoring.

A demo of the offered services will be required during the procurement process.

2.2 Customer Responsibilities

A member of the UNHCR DFAM will be assigned as Focal Point for all aspects of contract management, including but not limited to, provision of information and guidance about UNHCR and its requirements as well as technical and administrative aspects.

3 Content of the Technical Offer

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

3.1 Company Qualifications

A description of your company with evidence of your company's capacity and experience to perform the services required. If a multi-location company, please specify the location of the company's Headquarters and the branches that will be involved in the project work. The description should also include:

- total number and type of employees,
- years of experience in the test hosting, test management, and proctoring business,
- three references from current clients,
- your registration certificate; and
- any eventual affiliations with relevant professional or academic bodies.

3.2 Proposed Services

The description of your proposed services should elaborate, but not necessarily be limited, to the following areas:

1. A detailed description of the manner in which the test hosting and management services will be performed from start to end (e.g., how questions are created, question library set-up, exam creation, scoring, reporting).
2. A detailed description of the manner in which the proctoring services will be performed from start to end (e.g., scheduling, automated/human intervention, user support, reporting).
3. A description of the manner in which the identity verification of the candidates will be handled.
4. The proctoring method/controls during the exam; types of cheating detected and related mitigating strategies; how your company remains current with developments in this area: in other words, what types of cheating are currently unlikely to be detected and procedures for updating cheating detection measures;
5. Proven expertise in the requirements of cost-efficiency (preferably pay-per-test) scalability, on-demand, international experience, and global coverage, languages offered, different time zones, 24/7 service.
6. The number and qualifications of proposed team members.
7. Proposed arrangements with UNHCR for efficient and effective contract management.
8. Quality control mechanisms to ensuring up-to-standard service delivery on a continuous basis.

3.3 Proposed Personnel

Management structure including a description of proposed management arrangements for a client-oriented, efficient and effective collaboration.

3.4 Vendor Registration Form

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex C).

3.5 Applicable General Conditions

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex D) and including it in your submitted Technical Proposal.

4 Evaluation

4.1 Technical Evaluation

The **Technical offer** will be evaluated using inter alia the following criteria and percentage distribution: **70%** from the total score.

Stage1: Mandatory or Minimum Technical Requirements (pass/Fail Criteria):

- a. Submission of a complete proposal for all services
- b. Certification of Business Registration / Incorporation
- c. At least three (3) years of work experience

Stage 2: The technical score must be equal to or exceed 42 of the total 70 points allocated to the technical evaluation in order to be considered technically compliant and for consideration in the financial evaluation.

Some technical criteria will be subject to minimum passing scores; if a bid does not meet these minimums, it will be deemed technically non-compliant and will not proceed to the financial evaluation.

Criteria	Description	Points
Company qualifications	1. General company qualifications, capacity & number of years in test hosting, management, and proctoring business in a global context, including the UN or similar organizations.	10
	2. References confirming delivery of services similar to UNHCR requirements.	5
Proposed Services	1. Multi-feature, web-based testing platform ensures efficient and straightforward test experience both for the candidate and UNHCR in line with the requirements listed above (e.g. exam administration process, built-in-timer, question types, etc.).	10
	2. Library of predefined and customizable tests at different levels of complexity/expertise for a range of subjects and/or job functions.	10
	3. Proctoring method ensures a secured virtual environment where quality assurance provisions are in place; namely, data are handled confidentially, ID verification is reliable and simple, remote or human invigilation is ensured, and cheating controls are in place.	10
	4. User and Client service: user support, scheduling, exam reporting, and data-handling transfer are continuous, timely, and	10

	comprehensive; service coverage is cost-efficient, available 24/7 on a global level.	
Proposed Personnel	1. Administration and project management team must have implemented similar projects.	15

4.2 Financial Evaluation

The financial offer will account for 30% from the total score, i.e., max 30 points. The financial proposal is to be submitted **ONLY** by filling in Annex C in a single currency. No other format will be accepted. The maximum number of points will be allotted to the lowest price offer that is opened and compared among those invited firms. All other price offers will receive points in inverse proportion to the lowest price.

5 Key Performance Indicators

5.1 Performance Evaluation

UNHCR expects to monitor the performance of the selected company and services based on user feedback, review of exam reports as well as ongoing interactions on contract management, as required.