

Minutes of Pre-bid Meeting

HR Consultancy Services (RFP/HCR/JOR/2022/04)

Date: Tuesday, 1 February 2022 at 14:00 hrs, Amman local time

Place: Microsoft Teams (online)

1. Meeting Notes/Discussions: -

- **UNHCR's HR representatives answered all questions raised in relation to the TOR as follows:**

1- As understood, the operational objectives, strategy and operational ambitions paper are under review. When will this be available?

The “**Reflections on UNHCR Jordan Strategic Directions 2021-2025**” paper will be shared with the company upon signing of the contract. This is the first year UNHCR is conducting planning for 2023-2025. Planning used to be done annually. The first task of the company will be to review and analyze the results of the survey launched on 31st January 2022. It covers all the workforce of Jordan operation. The results of this survey will be shared with the awarded vendor. The second task will be to interview/hold structured discussions with a certain number of managers and senior employees in the operation so that they share their vision on the future objectives they aim to achieve. Hence, the analysis of the survey results, outcomes of the semi-structured discussions and the desk review of the relevant documents will constitute the analysis base of the awarded vendor.

2- Who will be responsible for generating interview questionnaire?

There are a few questions that the management of this operation would like to have included in the interviews or what is called “semi-structured discussions” with managers as mandatory. At the same time, the operation also expects that the HR company uses its expertise to propose more questions if required for the comprehensive final analysis.

3- In terms of consultations, would the interviews be done online or face-to-face?

The TORs refer to on-line semi-structured discussions. Hence, UNHCR does not require the company to undertake in-person discussions and/or visit the field locations. This might pose unnecessary health risks given the COVID-19 circumstances. In addition, the tight deadline to deliver on the TORs might not allow the travel.

4- Would you be able to share with bidders the type of questions that were shared in the survey?

Questions and answers of the survey will be shared only with the awarded vendor since one of the tasks on the terms of reference is to analyze the answers. The survey was designed by the management of this operation. It covers only Jordan operation, namely Branch Office Amman, Sub-Office Mafrqa, Field Office Azraq and Field Office Irbid. The survey covers all employees of all types of contracts and grades.

5- What is expected as the Reporting format (Narrative, Excel, Charts...)?

The final report would require narrative analysis of qualitative and quantitative data and illustration of any structural transformation proposals. The design and format are in principle up to the company to decide to make the information comprehensive and presentation user friendly. Adding a proposed format for the final report to the bidding set of documents might be useful.

6- The TOR is addressed to registered companies only or is it open for consultants?

Companies were invited for bidding. The reason is that the deadline is tight and we are aware that meeting it might require several persons working in parallel and one individual consolidating and unifying the results. Meeting the deadlines as reflected in the TORs is absolutely crucial because the outcome of the work of HR company would feed into the 2023-2025 planning phase of the operation and there are globally set deadlines Jordan operation is to meet. Hence, if the company misses the deadline, it will mean failure to deliver on the contract.

7- Will the interviews be done in Arabic or English?

Interviews will be done in English. There is no need for translation.

8- The outcomes of this project would feed into the planning and not the other way around, is that correct?

The strategic directions were already drafted and shared within the operation. The Heads of units are expected to discuss with their teams what they want to achieve and how within the framework of the set strategy for 2023-2025. They also need to reflect on the human resources needed to achieve these objectives. So, during the semi-structured discussions the participants are expected to share their vision and workforce plans. We expect that the contract award will be done soon after the deadline on the 20th of February 2022.

9- Is there an estimated number of head of units that need to be interviewed?

The TORs refer to about 100 semi-structured discussions. The number might change. The details will be discussed with the contract awarded vendor.

10- Regarding the output, is the workload assessment also included in this TOR? Shall we propose the number of staff needed to achieve the objectives or is this not needed?

The final and interim deliverables are listed in the TOR, namely:

- Analytical note on the main functions in the operation and, where overlap may be detected, how respective roles could be differentiated;

- Summary notes and audio recording of the interviews;
- Written report on the recommended structures, with explanations on the directions on changes and transformation. The structure is to be for years 2023-2025 and it should be presented by the operational pillar, by office and by unit;
- Presentation of the recommendations and related summary note

11- Does the recommendation stop at the structure, or is it required to define job descriptions and roles?

In UNHCR, job descriptions are standard and cannot be changed. They will be shared with the awarded vendor. The purpose of the workforce review is to affirm the operation's structure and help redefine, reshape and, if need be, redesign its respective functions. The review is to provide a coherent analysis and validation of the current functions in the operation and help align them with the priorities articulated in the strategic directions for 2023-2025.

12- Considering the tight deadlines and the large number of interviewees, are you open to conducting structured focus group discussions instead of one-to-one interviews?

The TORs require individual semi-structured interviews. The company can propose focus group discussions and explain the modality in the bidding documents. However, it is unlikely that it would be accepted and also the expected outcome would be close to impossible to achieve through this approach.

13- During bidding process, are you able to share any existing structure/organigram?

It will be shared with contract awarded company.

14- Should companies take into account UNHCR collaboration with other UN agencies?

The HR company will work exclusively with UNHCR Jordan operation. The company is to contribute to Jordan operation's workforce planning for the years 2023-2025 through the independent review of the workforce structure and propose potential redesign and transformation directions.

If in the report the company can make reference to its previous relevant experience with other UN agencies and/or use other benchmarks from outside UN or scientific references, that would be welcome. The final report needs to be built on a solid combination of theoretical and practical grounds.

- UNHCR requesting unit went through the TOR and key deliverables in details.

End of Meeting

UNHCR Jordan