



Annex A: Terms of Reference
RFP/HCR/PSP/MENA/22/02

**Request for proposal for manpower services for UNHCR UAE Private Sector
Partnerships Unit**

Bidders are requested to submit any request for clarification or any question in respect of this TOR by email to [Nora Bauriedl](mailto:Nora.Bauriedl@unhcr.org) at bauriedl@unhcr.org and to Erzsebet Gal at gal@unhcr.org The deadline for receipt of questions is 29 May 2022

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1 Introduction

1.1 Background

The United Nations General Assembly established UNHCR (UN High Commissioner for Refugees) on December 14, 1950. The agency is mandated to lead and co-ordinate international action to protect refugees and resolve refugee problems worldwide.

Its primary purpose is to safeguard the rights and well-being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country. It also has a mandate to help stateless people.

In more than six decades, the agency has helped tens of millions of people restart their lives. Today, a staff of some 8,600 people in more than 125 countries continues to help 33.9M persons. UNHCR is an impartial, non-political humanitarian organization.

Private Sector Partnership Service in the MENA (Middle East and North Africa)

UNHCR has an ambitious Private Sector Partnership (PSP) program which endeavors to capitalize on the income from private-sector donors, through a variety of channels including Face-to-Face, Direct Mail, DRTV, Telemarketing, Online and Digital channels.

Fund Raising activities in the MENA region include two different main programs: the i) Individual Giving and Marketing (IG&M), raising money from individuals both regular and one-off donations, and the ii) Leadership Giving (LG) targeting companies, foundations, Small and Medium Sized Enterprises (SMEs), High Net Worth individuals, and Legacy. Their focus on giving throughout the region that is based on Islamic Philanthropy. PSP MENA operations include also fundraising activities in the MENA region.

Face-to-face program in the UAE

The program was launched in the United Arab Emirates starting with Dubai (slowly preparing to get into Abu Dhabi and Sharjah) and aims at acquiring donors (mainly regular donors: monthly or annual) by stopping people in high traffic areas / malls, pitching them, and getting them to become donors. The Face-to-Face team will advocate for UNHCR at regular events such as trade shows, festivals, outdoor venues, shopping malls, airports etc.

Furthermore, PSP wishes to identify opportunities and start building the UNHCR brand as the lead organization for fundraising, advocacy, and awareness on behalf of refugees in United Arab Emirates market (UAE).

1.2 Statement of Purpose & Objectives

PSP UAE is looking for a qualified vendor for manpower services, to establish a frame agreement with for one year, potentially further extendable twice for a period one year, subject to satisfactory performance.

The confirmed services fees are to remain unchanged for the duration of the contract. The only variation accepted will be the cost increase derived by labor law changes.

The selected service provider needs to be experienced in hiring employees for sales and marketing activities.

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The objective is to identify qualified and motivated candidates that are suitable for the Face-to-Face frontliner position as outlined in the role description to work in UAE, in Dubai, Abu Dhabi and / or Sharjah. Quality candidates to fill the Face-to-Face frontliner position should be recruited through a comprehensive search and hiring process.

The expected number of frontliners to be recruited and administered in UAE is listed below.

| | Dubai and/or Sharjah UAE* | Abu Dhabi, UAE | Total |
|-------------------------------|---------------------------|----------------|-----------|
| Year 1 | | | |
| new hires | 8 | 2 | 10 |
| Year 2 | | | |
| staff members on board | 8 | 2 | 10 |
| new hires | 20 | 10 | 30 |
| Year 3 | | | |
| staff members on board | 28 | 12 | 40 |
| new hires | 30 | 10 | 40 |

*Whoever is recruited in Dubai can be stationed at activations in Sharjah

1.3 Pre-selection criteria

Please take note of the pre-qualification criteria hereunder, failure to comply with BOTH criteria will result in disqualification:

- a. **Locally based and registered:** your company must be registered in the United Arab Emirates and licensed by the UAE Government to provide recruitment and staff administration services. To establish compliance please send the two trade licenses, one for each emirate, Abu Dhabi, and Dubai.
- b. **General liability and financial soundness:** please submit a certificate of good standing from your company's bank and the list of the products the bank is prepared to extend to the consumers (i.e., personal loans, auto loans, mortgages, credit cards etc.) to confirm financial stability.

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2 Requirements

2.1 Recruitment and on-boarding services

- Source candidates and pre-screen for interview with UNHCR-
 - a. Source candidates with a background in fundraising/sales/promotions with the ability to achieve KPI's set forth by UNHCR
 - b. Source candidates with knowledge of UNHCR and a good understanding of the plight of refugees globally; or other international NGO's experience
 - c. Provide candidates in line with the face-to-face position description (sample attached as Annex A1)
 - d. Share assessments used to determine suitability of candidates for the face-to-face frontliner position
 - e. Provide detailed recruitment process timeline
 - f. Provide detailed outreach activities including resources involved and platforms used.
 - g. Provide example of Job postings for approval by UNHCR prior to advertising
 - h. Reporting on outcomes from recruitment sources
 - i. Reporting on response rates and demographics of applicants at regular intervals
- Issue offers letters as per UNHCR selection and collect documents to apply for employment visas
- Provide permanent and employment visas and labor cards (applicable for a 2-year visa as per the UAE Labor Law)
- Timely hiring process
 - Ability for agency to book 20-40 candidates for interviews at a time as needed
 - Ability to keep timeline between interviewing and onboarding within 4-6 weeks
- Co-ordinate for travel details and ensure that the staff joins duty after receiving visa
- Provide staff retention reports with accurate data on new hires, entry on duty and reason for leaving
- Registration (Dubai / Abu Dhabi or Others)
 - Ability for staff to submit for driver's license, loans and other requests, with the selected company as employer, NOT UNHCR

Important note 1: The supplier shall inform all candidates, prior to their recruitment, that no contractual relation (such as employer – employee) exists between the employee and UNHCR. The contract is to be signed between the selected candidate and the service provider. UNHCR would, in no event, be liable to the selected staff for any sort of compensation and UNHCR is protected by its privileges and immunities.

Important note 2: bidders are requested to offer clawback, i.e., monetary refund system for high turnover rate. In case of low staff performance by the end of the 3rd month from entry on duty (i.e., signing contract), UNHCR PSP UAE can decide on the termination of the contract. In such case, the agency should apply the pre-agreed clawback system, reimbursement of staff on-boarding cost, such as company recruitment fees or other processing fees not paid to third parties.

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2.2 Staff administration services

- Ensure timely and efficient processing of medical, visa stamping and labor card
- Facilitate account opening in preferred banks – if needed
- Issue salary certificates, NOCs, and various other reference documents
- Arrange Medical Insurance, benefits, and issue Service Certificates
- Issue Payroll – salaries and bonuses
 - a. Issue payroll in timely manner by end of month
 - b. Send detailed salary reports upon payroll completion each month
 - c. Report any staff complaints to UNHCR including follow up and outcomes
- Exiting Process: Process resignations and termination of staff and settle their End of Service benefits
 - a. Provide staff retention reports
 - b. Provide exit interview in the case of frontliner resignation
 - c. Share findings and outcomes of exit interviews
 - d. Replace candidates should they not meet minimum probationary KPI target
 - e. Replace candidates that UNHCR does not deem suitable for the role within the probationary period
- Cancellation of visas with Ministry of Labor and Immigration
- Exits from the country
- Contract termination: based on the regular performance check done by PSP UAE team, in case of poor performance, the frontliners' contract is to be terminated. One-month notice to be given in advance.

Important: any fees related to termination and visa cancellation must be stated in the proposal and reflected in the financial form (Annex B)

2.3 Additional information for recruitment services

Please find attached a model position description of the F2F frontliner.

- The minimum educational qualification is high school diploma for this role.
- The candidate needs to be fluent in Arabic or English or Hindi (a diverse pool)
- There is no gender preference (a healthy balance of males and females)
- The initial contract might be signed for one year, but the extension will be subject to performance. In this regard, there is no set contract duration of contracted staff. Based on the regular performance check done by PSP, in case of poor performance, the frontliners contract are to be terminated.

2.4 Customer Responsibilities

Appointed agency will work closely with UNHCR PSP UAE team where UNHCR will be responsible for:

- Provision of Terms of reference for different posts
- Evaluate candidates' profile for hire
- Assisting with interview and/or tests' questions for selection processes
- Participating in selection processes
- Regular trainings and coaching for dedicated frontliners
- Training manual, scripts, communication lines and responses
- F2F staff badges

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- Reporting templates
- To confirm work schedules
- To provide key performance indicators to the service provider to assess performance of the different staff every three months based on:
 - Attendance
 - Communication skills
 - Knowledge
 - Competencies
 - Administration
 - Reporting

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3 Content of the Technical Offer

Your proposal must be presented in English.

No pricing information can be included into the technical proposal.

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

The technical proposal has not set format, we recommend ppt or pdf. **General company profile will not be accepted, the proposal is to be tailored to PSP requirements to ease the scoring process.**

3.1 Company Qualifications

During the technical evaluation, in this section, the panel will score your company`s (1) *similar service provision experience based on number of projects* and (2) *similar service provision experience based on number of clients*:

(1) Service provision experience in recruitment, on-boarding services, and personnel management on the UAE market, based on the number of projects:

- Please describe the number of similar and successfully completed projects.
- Please describe the number of projects currently underway.
- Any relevant experience working with UN and/or NGOs should be included.

(2) Service provision experience in recruitment, on-boarding services and personnel management in the UAE market, based on number of clients:

- Please list the number of current and previous clients.
- Please provide three references (reference letter, email address, contact person, phone number) from your current/previous clients to be contacted.

3.2 Proposed services

During the technical evaluation, in this section, the panel will score (1) *your company`s compliance with the services required under recruitment and on-boarding services* (2.1); and (2) *your company`s compliance with the services required under specialized services personnel management* (2.2); and (3) *reporting capabilities*:

- General company profile will not be accepted, the proposal is to be tailored to PSP requirements to ease the scoring process.
- Comprehensive proposal presented to demonstrated compliance with the services listed under section 2
- Please include your company policy, Code of Conduct and the terms of conditions related the requested services.
- Sample reports to be provided:
 - ✓ One (1) sample report on outcomes from recruitment sources and response rates
 - ✓ One (1) monthly salary report upon payroll completion
 - ✓ One (1) sample of staff retention report

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3.3 Personnel Qualifications

Account management is crucial for a successful cooperation. This section is dedicated to measure the proposed customer service towards UNHCR PSP UAE. During the technical evaluation, in this section, the panel will score the experience of the core people who will work on UNHCR project (based on the number of years and demonstration expertise in the area):

- Please provide a short CV (max half page) of the key personnel assigned to UNHCR account.
- A description of each team member's role within your firm proposed to carry out the services.

Please make sure you elaborate on this section properly, to understand the level of support proposed for managing our account.

3.4 Vendor Registration Form (Annex D)

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

3.5 General Conditions of Contracts (Annex E&E1)

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services (Annex E) either by signing Annex H (Checklist and Acknowledgments) or by including a signed copy of Annex E in your submitted Technical Proposal.

3.6 Special Data Protection Conditions (Annex F)

Please indicate your acknowledgement of the UNHCR Special Data Protection Conditions (Annex F) either by signing Annex H (Checklist and Acknowledgments) or by including a signed copy of Annex F in your submitted Technical Proposal.

3.7 UN Supplier Code of Conduct (Annex G)

Please indicate your acknowledgement of the UN Supplier Code of Conduct for the provision of services (Annex G) either by signing Annex H (Checklist and Acknowledgments) or by including a signed copy of Annex G in your submitted Technical Proposal.

3.8 United Nations Security Council Sanctions List

Please clearly confirm in your Technical Proposal that your company is not on the United Nations Security Council Sanctions List or sign the confirmation in Annex H. Companies on the sanctions list cannot be contracted by UNHCR.

4 Evaluation

4.1 Technical Evaluation

The overall evaluation is based on a 100 points scale. The **Technical offer** will be evaluated using inter alia the following criteria and percentage distribution; **60% (i.e., max 60 points)** from the total score.

| 1. Company Qualifications (20) | |
|--|---|
| Documents, information to be provided to establish compliance with the set criteria | |
| Service provision experience (<u>project based</u>) (10) | <p>Service provision experience in recruitment, on-boarding services, and personnel management on the UAE market (<u>project based</u>).</p> <p>List the number of projects with short description successfully completed and currently under-way.</p> <p>Scores will be given based on the number of relevant projects.</p> |
| Service provision experience (<u>client based</u>) (10) | <p>Service provision experience in recruitment, on-boarding services, and personnel management (<u>client based</u>).</p> <p>Scores will be given based on the number of clients.</p> <p>Please list the current and previous clients. Please provide three references (reference letter, email address, contact person, phone number) from your current/previous clients to be contacted.</p> <p>Reference and background checks are part of the due diligence during the selection process and in case of negative feedback may lead to disqualification.</p> |
| 2. Proposed services (30) | |
| Documents, information to be provided to establish compliance with the set criteria | |
| Compliance with the services required under recruitment and on-boarding services (2.1) (10) | <p>Comprehensive proposal presented including all services listed under point 2.1., outlining your company's experience and strategy to fulfil requirements; please outline ability/capacity to provide timely hiring services</p> <p>Emphasis on compliance with UAE labour law benefits and costs will be evaluated.</p> |
| Compliance with the services required under specialized services personnel management (2.2) (10) | <p>Comprehensive proposal presented including all services listed under point 2.2.; outlining your company's experience and strategy to fulfil requirements.</p> |

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The deadline for receipt of questions is xxx.

| | |
|---|---|
| | Please include your company policy, Code of Conduct and the terms of conditions related the requested services. |
| Reporting capabilities (10) | <p>Sample reports to be provided:</p> <ol style="list-style-type: none"> 1. One (1) sample report on outcomes from recruitment sources and response rates 2. One (1) monthly salary report upon payroll completion 3. One (1) sample of staff retention report <p>The scores will be allocated for the quality of the samples.</p> <p><i>You are requested to add all the three samples to your proposal. Please note that without the samples, 0 point will be given.</i></p> |
| 3. Personnel qualifications (10) | Documents, information to be provided to establish compliance with the set criteria |
| Experience of core people who will work on UNHCR project. | <p>Please provide a short CV (max half page) of the key personnel assigned to UNHCR account; and a description of each team member's role within your firm proposed to carry out the services.</p> <p>The scores will be allocated for the average number of years` of experience staff experience, dedicated to UNHCR account.</p> |

Bidders might be requested to deliver a presentation on their proposal and to introduce the team members who will work with UNHCR via web/teleconference in case PSP deems necessary the agencies will be informed on time.

The minimum passing score of the evaluation is 45 out of 60; if a bid does not meet these minimums, it will be deemed technically non-compliant and will not proceed to the financial evaluation.

4.2 Financial evaluation

The financial component is 40% (i.e., 40 points) of the total score. The maximum number of points (40) will be allocated to the lowest price offer. All other offers will receive points in inverse proportion to the lowest price.

Important notes: Only Annex C will be accepted for confirming your fees.

The financial offer is based on the two main requirements:

1. recruitment and on-boarding cost: one-off cost based on the number of frontliners to be hired throughout the three years period; for volume, please refer to UNHCR estimation confirmed on page 4.

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2. staff administration cost: continuous service cost to be paid to the selected vendor, based on staff members salary, as fixed % charged.

3. clawback (monetary refund): certain % paid back regarding the staff on-boarding cost, such as company recruitment fees and other in-house admin or labour charges.

PSP UAE estimates monthly salary between AED 6000 – 12,000 (inclusive of any benefits required by law). The financial calculation will be based on the total one-off costs for recruitment & on-boarding and the on-ongoing fees associated with the salary; then the clawback amount will be deducted as reimbursement.

Payment terms:

1. recruitment and on-boarding cost: once the recruitment has been completed, the corresponding one-off costs are to be invoiced

2. staff administration cost: this is to be invoiced and paid on monthly basis

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5 Key Performance Indicators

5.1 *Performance Evaluation*

UNHCR PSP UAE expects to monitor the performance of the selected supplier according to a pre agreed KPI's:

- Account management
- Response time
- Quality of the candidates
- Quality of the work of the designated team for UNHCR services