



Annex A: Terms of Reference  
Supply of pre-designed power solutions for UNHCR offices

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# 1 Introduction

## 1.1 Who we are

The Office of the United Nations High Commissioner for Refugees (UNHCR) was established by the United Nations General Assembly in 1950 to provide protection and assistance to refugees and Internally Displaced People (IDPs).

UNHCR is today one of the world's principal humanitarian agencies and its staff of more than 16,800 personnel is helping more than 70.8 million people in more than 134 countries. Staff members work in a diversity of locations and conditions, including 3 Headquarters (HQ) in Geneva, Budapest, and Copenhagen.

Further information on UNHCR, its mandate and operations can be found on its official website: <http://www.unhcr.org>.

## 1.2 Background

UNHCR operates approximately 540 offices in 146 different countries and 7 regions (Americas, Asia & the Pacific, East Horn & Great Lakes, Europe, MENA, Southern Africa, West & Central Africa). The number of offices does tend to fluctuate as the needs of the persons of concern that UNHCR serves evolve across the world.

UNHCR is committed to improve its environmental performance, climate compatibility and resource efficiency by reducing its use of fossil fuels, purchasing green energy from reliable suppliers and undertaking other sustainability initiatives.

UNHCR's compounds, premises, and offices generate greenhouse gas emissions amounting to an estimated 47,129 tons of CO<sub>2</sub> annually. One major source of emissions is linked to the fact that UNHCR runs diesel generators, particularly in large field compounds in 'deep field' Africa operations. Converting these compounds to solar energy could have both a positive carbon impact and a positive financial impact since solar energy is expected to be cheaper than existing diesel/fossil fuel generation in many geographies.

In order to accomplish the solarization of UNHCR offices globally, the organization sees a need to develop pre-designed solar energy solutions which can be deployed quickly and comprehensively. Pre-designed solutions are primarily meant for small and medium offices connected to a grid whose emission factor is greater than 350 gCO<sub>2</sub>/kWh. This threshold corresponds, on average, to 80% of renewable energy in the electrical energy mix. They are categorized as:

- 1) Hybrid Renewable Energy Systems (HRES): adapted for off-grid offices, or offices connected to a dirty and unreliable grid.
- 2) Grid-Tied Photovoltaic (GPV): adapted for offices connected to a dirty but reliable grid.
- 3) Battery Energy Storage System (BESS): adapted for offices connected to a green but unreliable grid.

The pre-designed solutions are designed and premised on the need to supply "plug and play" renewable energy systems to offices. Once the set of solutions is confirmed, UNHCR intends to be able to choose a solution based on the energy profile of the office, the grid reliability and the percentage of renewable energy in the national electricity production mix.

UNHCR will look to acquire these predefined systems from the preselected suppliers resulting from this Request for Proposal but due to limited capacity to maintain these systems UNHCR

will require after-sales service to make sure the systems are kept in sufficient order to ensure warranty and operational requirements are met.

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## 1.3 Statement of Purpose & Objectives

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### 1.3.1 Target regions and demand

UNHCR is active in more than 132 countries globally and the aim is to ensure coverage of energy systems solutions for all areas in which UNHCR operates. Based on current information, UNHCR estimates it has the need for acquiring approximately 290-300 energy systems globally, broken down per technological architecture below:

- Hybrid Renewable Energy Systems (HRES): +-145
- Grid Tied Photovoltaic (GPV): +-90
- Battery Energy Storage System (BESS): +-65

Although this RFP is to cover our global requirements, UNHCR currently intends to focus on the top 22 countries with the highest emissions in the initial stages, with the intention to expand to all regions within the next two years.

Below is a list of the countries of priority and an estimated number of systems per country.

Top 22 countries	Estimated No. of pre-designed solutions
Bangladesh	2
Cameroon	9
Chad	10
Colombia	9
Congo, Democratic Republic	10
Ethiopia	12
Iran, Islamic Republic of	4
Iraq	5
Jordan	6
Kenya	5
Lebanon	6
Mauritania	2
Niger	9
Nigeria	5
Pakistan	3
Rwanda	6
South Sudan	10
Sudan	12
Syrian Arab Republic	8
Tanzania, United Republic of	4
Uganda	11
Yemen	6

Please note that the above figures are indicative to enable bidders to understand the projected requirements. However, due to the nature of UNHCR's operations the numbers may increase or decrease per country in line with the our operational needs, and and funds

availability, regulated by issuance of individual Purchase Orders against the Frame Agreement. As such, the figures do not represent a commitment that UNHCR will require the totality of the above quantity.

### **1.3.2 Key Objectives**

The objective of this procurement is premised on the need to supply “plug and play” renewable energy systems to offices that do not meet the threshold for a Utility type approach. More specifically, UNHCR will develop, through the establishment of multiple Long-Term Agreements (LTA’s) with vendors, a set of solutions which will facilitate:

- Improved speed of roll out of renewable energy systems
- Reduced resourcing requirements for energy assessments and system designs
- Reduced CO2 emissions of smaller and medium sized offices over the medium term.

The solutions will facilitate the objectives through establishing benchmark prices of pre-designed energy systems. However, to account for potential price fluctuations associated with the cost of manufacturing, general market trends and country specific requirements, the Supplier may be offered the opportunity to request price changes, whenever necessary and duly supported by relevant market index.

As these systems will be installed in offices that are more dynamic in nature, the systems do not need to be designed turnkey per site, and moderate CO2 savings are acceptable.

The ultimate objective is to move to a cleaner UNHCR by transitioning most of our operations onto renewable energy.

## 2 Contracts to be awarded

### 2.1 Long Term Agreements (LTAs)

UNHCR will establish Framework Agreement(s)/LTA(s) for an initial period of three (3) years with the option to extend, at the sole discretion of the UNHCR, for two (2) additional one (1) year periods (3+1+1 years), subject to satisfactory performance by the Vendor(s), availability of funds and the UNHCR mandate. UNHCR intends to award these Framework Agreement(s)/LTA's to a maximum of five (5) suppliers, however, should there be a need to engage in additional agreements in order to ensure global coverage, additional Framework Agreement(s)/LTAs may be entered into.

### 2.2 UNHCR procurement process

Once the Framework Agreements/ LTAs are in place, UNHCR may place orders during the entire period of validity of the agreement for items within the agreement.

Post Framework Agreement/LTA award, secondary<sup>1</sup> bidding will occur per country for the specific systems in the list for pre-designed solutions deemed necessary by UNHCRs internal assessment.

However, for emergency purchases of simple/standard systems, UNHCR may go directly to an LTA holder without going through the secondary bidding process. Together with this TOR, the UNHCR General Conditions of Contracts for the Provision of Goods and Services will apply.

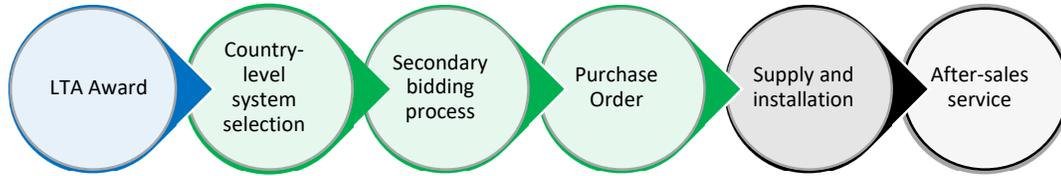
UNHCR has inhouse Renewable Energy Specialists that are tasked with conducting energy assessments and system sizing analyses for UNHCR offices. UNHCR is in the process of installing energy meters in each of its offices (300 offices equipped out of 538 as of March 2022). These devices are measuring, analyzing and storing the electricity data usage of each office. The output data will be used in the selection process of a pre-designed solution.

Post the establishment of the Frame Agreements/ LTAs, recommended systems from the pre-designed solutions list will be proposed by the inhouse UNHCR specialist and the secondary bidding process can begin. At that stage, Bidders will propose a fully designed power solution using the site-specific information provided.

These assessments will be done for all relevant offices per country, and therefore allows for all the required systems to be procured for the country in question at the same time. The below diagram indicates the envisaged process:

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<sup>1</sup> **Secondary bidding** means the process followed by UNHCR to select a supplier, and award a Purchase Order for the supply of Goods through a competitive process with LTA holders.



A maximum of five entities may be awarded a LTA (This RFP outcome)



LTA holders will be invited to participate in country specific secondary bidding resulting in a Purchase Order (the next phase)



Bidder contractual responsibilities

For the purpose of the financial evaluation of the Bidder’s proposal, Bidders are requested to submit their pricing for the 3 scenarios stipulated in **Annex B Technical Specifications**. It must be noted that such pricing will be used as deemed relevant for benchmarking the pricing quoted for actual requirements during the frame agreement implementation. In this regard, any substantial deviations shall be duly justified by the FA Holder concerned, and may cause UNHCR requesting additional explanation before awarding the relevant contract.

### **2.3 Summary of contractual conditions governing the purchases**

Ref	Element	Value
a)	INCOTERMS “shipper own container”	INCOTERMS® 2020 will apply. Specific shipping terms and conditions will be determined at the time of order placement.
b)	Required warranty	As per <b>Annex B Technical Specifications</b> & Annex C General Conditions
c)	Freight & all risk insurance	Will be determined as per relevant shipping terms and conditions, and other relevant conditions at the time of order placement
d)	Requirement to provide samples of goods	Not required, but inspections in Supplier’s manufacture plants may be undertaken by UNHCR before signing this Agreement, or after any order is placed.
e)	Administrative guarantees	10% performance bond required for each purchase order for the supply and installation of a pre-designed solution. See <b>Annex C</b> for further details.

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## 2.4 Responsibility matrix:

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	UNHCR	Supplier
Land provision and access	X	
Permits, licensing and regulatory approvals*	X	X
System selection	X	
Financing	X	
Shipping and logistics	Country office support	X
Installation		X
After-sales support		X
Asset management	X	
Decommissioning	X	

\*Supplier is responsible for all construction related permitting whilst UNHCR is responsible for all ownership related permitting.

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## 2.5 Contracting structures

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UNHCR understands that in some jurisdictions the supplier may not have existing relationships with service providers, and it may be necessary to establish relationships with local entities capable of supplying the services required given the number of geographies required. Therefore, it is not required that the Bidders demonstrate existing relationships in all the countries in which UNHCR operates. Nonetheless, it is required that the Bidders indicate to which countries they believe they would be capable of providing the requested goods and services.

UNHCR will allow for both joint bids and subcontracting in the responses and, although not preferred, UNHCR is willing to accept separate liability for each of the service sections, the details of which can be included in the resulting contracting structure.

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## **2.6 Agreements**

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Please refer to *Annex C General Conditions of Contract for Goods and Services* for indications of the standard UNHCR clauses that will be in the resulting agreements. Additionally included are the General Conditions of Contract for Civil Works as these will be included in the installation agreement.

Resulting agreements:

1. Outcome of this RFP
  - a) Long Term Agreement or Frame Agreement
2. Implementation of Frame Agreements
  - a) Purchase Order with accompanying Goods and Services agreement (if single supplier with subcontracting)
  - b) Supply, installation agreement and a services agreement if a joint bid (depending on responsibilities allocated)

## **3. RFP Administration**

### **3.1. Structure of the RFP**

This RFP includes the following in addition to the information included in this Terms of Reference (Annex A):

**Annex B: Technical specifications**

**Annex C: Legal Documentation and UNHCR Requirements**

- I. **General Conditions Goods and Services**
- II. **General Conditions for Civil Works**
- III. **Environmental Management Requirements**
- IV. **Occupational Health & Safety Requirements**

**Annex D: Vendor Registration Form**

**Annex E: Technical Returnables**

- I. **List of Technical Returnables**
- II. **Bidder Capacity Questionnaire (BCQ)**
- III. **Track Record**
- IV. **Power Solutions Offered**
- V. **Technical Compliance Statement**
- VI. **BOQ**

**Annex F: Financial Returnable**

## 4. Content of the RFP Response

### 4.1. General

The Bidder is to provide one Technical Offer including all Mandatory, General and Technical Documentation listed in section 4.2. The Bidder is also to provide one Financial Offer as per *Annex F: Financial Returnable*. These two offers are to be distinct and no financial information is to be disclosed in the Technical Offer.

Only Bidders that return and meet the mandatory requirements will move on to the detailed technical and financial evaluation.

### 4.2. Technical Offer

#### 4.2.1. Mandatory Documentation

As part of their technical offer, the Bidder is to return the following mandatory documentation:

1. Company/consortium profile of maximum four (4) pages<sup>2</sup> including:
  - a. Brief company/consortium members' history
  - b. Structure of ownership/shareholding and details of parent company if the applicant is part of a group of companies.
2. Audited financial statements of the company/lead company for the last three (3) complete fiscal years:
  - a. For a company, financial statements of parent company may be included if the parent company will guarantee the obligations of the applicant
  - b. For a consortium, financial statements of parent company may be included if the parent company of the lead company will guarantee the obligations of the applicant.

Interested consortia are requested to provide the following additional information:

3. Letter of Association (if bidding as a consortium), acknowledging that the lead company of the consortium submitting the bid has been duly vested with authority to legally bind the members and that, if they are awarded the contract, the lead company will enter into the contract with UNHCR, acting for and on behalf of all consortium members. The letter will be signed by an authorized signatory of each of the members of the consortium.

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<sup>2</sup> The description of the consortium profile should be synthesized within the prescribed maximum of four (4) pages. If it's absolutely required, it is possible to include selected annexes to ensure all requested information is provided for each consortium member. If any, such annexes should be clearly referenced in the four (4) page summary and strictly relevant to the information requirements. Additional details on company structure, ownership, and key management should be provided in Annex D (the Vendor Registration Form), which is required to be completed by every member of the consortium.

#### 4.2.2. General response documentation

1. Duly filled and signed UNHCR vendor registration form enclosed in *Annex D* and associated supporting documents (if not already registered with UNHCR as a vendor).

#### 4.2.3. Technical specification response

In response to the technical specifications of the pre-designed solutions as indicated in *Annex B*, the Bidder is requested to submit the following supporting documentation: **Please note:** Bidders are to ensure that no pricing is included in any of the technical response documentation as this may affect the validity of their bid response.

##### **Technical Design Document (HRES) for the following capacities: 15kW, 60kW and 150kW**

Please ensure this document addresses the following elements at a minimum:

- System's detail and operation - architecture, components, operation, planned maintenance schedule
- System's block diagram identifying each component
- System's single line diagram (including the manual changeover switch)
- System's components sizing rationale and calculations
- Cabling design details (AC and DC) and protection devices
- Ground Supporting Structure - architecture, components
- Roof Supporting Structure - architecture, components
- Elevated Supporting Structure @ 2.6 and 5 meters - architecture, components
- Datasheets of system components (PV, Inverters, Hybrid Inverter, Charge Regulator (if), Battery system, Cabling, Protection Devices, Electric/String boxes, supporting structures)
- Container option drawing and components distribution
- Case Scenario 2 - 60kW hybrid - enclosure: detailed solution, timeline, training, after-sales, operation and maintenance manuals, warranties

##### **Technical Design Document (GPV) for the following capacities: 15kW, 60kW and 150kW**

Please ensure this document addresses the following elements at a minimum:

- System's detail and operation - architecture, components, operation, planned maintenance schedule
- System's block diagram identifying each component
- System's single line diagram
- System's components sizing rationale and calculations
- Cabling design details (AC and DC) and protection devices
- Datasheets of system components (PV, Inverters, Cabling, Protection Devices, Electric/String boxes, supporting structures)
- Case Scenario 3 - 150kW Grid tied: detailed solution, timeline, training, after-sales, operation and maintenance manuals, warranties

##### **Technical Design Document (BESS) for the following capacities: 15kW, 60kW and 150kW**

Please ensure this document addresses the following elements at a minimum:

- System's detail and operation - architecture, components, operation, planned maintenance schedule
- System's block diagram identifying each component
- System's single line diagram (including the manual changeover switch)
- system's components sizing rationale and calculations

- Cabling design details (AC and DC) and protection devices
- Datasheets of system components (Battery system, Cabling, Protection Devices, Electric boxes)
- Container option drawing and components distribution
- Case Scenario 1 - 30kW BESS - Containerized: detailed solution, project timeline from manufacturing/assembling to testing and commissioning, testing and commissioning template report, training content and methodology, After-sales Service plan including templates and methodologies, manuals (Quality Assurance; Safety; Operations), warranties

**Detailed timeline of "systems ready for shipping" once purchase order is created.**

Minimum milestones to be included:

- Issuance of a PO
- Procurement lead time of individual main components
- Assembling of the power solution
- Shipment (unknown at this stage, it can be assumed to be 3 months)
- Installation
- Training to local staff
- Testing & Commissioning

In addition, the template responses listed in *Annex E: Technical Returnables* are required to be returned. This includes:

1. Annex E: I. List of Technical Returnables
2. Annex E: II. Bidder Capacity Questionnaire

Please complete the BCQ as per the instructions given in the documentation, please ensure this document is signed and returned with all the necessary documentation indicated.

3. A track record returnable in the form indicated in *Annex E: III. Track record* and supporting documentation to evidence the claims made in the Excel file. The Bidder is required to demonstrate their ability to execute projects in a minimum of five (5) jurisdictions indicated in Section 1.3 of the *Annex A TOR*. The reference projects can be any of the three (3) technology types and combinations requested.

4. Annex E: IV. Power Solutions offered

Please complete the excel indicating the systems that the Bidder is able to provide.

5. Annex E: V. Technical Compliance Sheet
6. Annex E: VI. BOQ \_ Pre-designed power solutions

Due to the number of different sites to be addressed through the resulting contract and to ensure a diligent evaluation of offers, Bidders are requested to respond to the scenarios indicated in Section 7 of *Annex B*, and again in the technical returnable documentation.

## 5. Evaluation

The **Technical offer** will be evaluated using inter alia the following criteria and percentage distribution: **70** from the **total score of 100**:

Criteria	Percentage
Capacity to contract and respond to the BCQ	10%
Conformity of proposed components of the proposed system to the functional specifications:	60%
- Proposed Pre-designed power solution: technical quality and methodology (32%)	
- Case scenarios with three fully designed power solutions, approach and implementation plan (28%)	
<b>Total:</b>	<b>70%</b>

### Scoring criteria

#### 1. Mandatory Documentation

The mandatory returnable documents will be scored on a pass/fail basis. Failure to return any of the mandatory documentation, or insufficient evidence in support of the documentation will lead to disqualification.

For non-mandatory documentation bidders will be scored on each element according to the following scale:

- a) Very poor quality
- b) Poor quality
- c) Satisfactory quality
- d) Good quality
- e) Excellent quality

#### 2. Capacity to contract and respond to the BCQ

- **Annex E: II. Bidder Capacity Questionnaire** - Return of response sufficient to demonstrate ability to provide services (5%)
- **Annex E: III. Track record** - Return of response demonstrating a proven track record of implementation of similar projects (5%)

#### 3. Conformity of proposed components of the proposed system to the functional specifications:

- **Proposed technical solutions and methodology**  
Each technical document returned will be assessed for conformity against the technical specification
- **Case scenarios, approach, and implementation plan**
  - Technical offering  
The technical solution offered for the specific case scenario will be assessed to ensure that sufficient evidence and design considerations have been included in the solutions design, as well as the robustness and durability of the solution.

- **Project Life Cycle: overall Approach and Methodology**  
The Bidder's Approach and Methodology (A&M) throughout the project life cycle for implementing the case scenarios will be assessed against its capacity to execute according to the proposed plan, testing and commissioning protocol, training content and overall sustainability.
- **Drawing and documentation: Manuals**  
The manuals will be scored for completeness and functionality
- **After-Sales Services**  
The After-sales and insurance services will be scored through a review of their conformity to the specifications as well as their reliability and risk allocations

Only Bidders scoring a minimum of 35% in the technical evaluation stage will be considered for the financial evaluation stage.