

**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
EXTERNAL CONSULTANCY
TERMS OF REFERENCE**

Title of project:	Consultancy Tienda di Ley
Category:	Consultancy
Location:	Based in Oranjestad, Aruba
Effective date:	30 November 2024
Payment:	Per payment schedule

1. GENERAL BACKGROUND

The University of Aruba

The University of Aruba is a young and dynamic university that was founded in 1988. Since its existence, the university has not stopped and currently consists of four faculties, namely the Faculty of Law, the Financial-Economic Faculty, the Faculty of Hotel and Tourism Management Studies and the Faculty of Arts and Science. Our primary activities, providing education and conducting impactful research, are supported, and facilitated by our Offices Centers and other support staff.

The Faculty of Law of the University of Aruba is currently establishing a Law Clinic: Tienda de Ley. The Tienda aims to facilitate access to justice and legal aid to the local community, in particular to vulnerable populations such as those with limited/no financial means to receive legal aid, undocumented migrants, refugees and asylum seekers. It will serve as a key resource for the local community, while providing hands-on learning experiences for students.

About the Service Provision

We are seeking consultancy services to support the setup of Tienda di Ley. This service will provide guidance on developing the clinic's management, external communications, governance, and operational strategies. The consultancy will work in close coordination with the Tienda's team, relevant Office Center's of the university, and external partners to ensure smooth operations, strategic alignment, and compliance with UA and local regulations.

2. OVERALL PURPOSE AND SCOPE OF THE SERVICE PROVISION

The service provider main tasks during the first four months will include:

1. Financial and governance framework

- Collaborate with the university's Office of Finance and Tienda's coordinating team to develop a financial management policy:
 - Define roles for budget holders, establish overhead cost standards, and develop financial allocation strategies.
 - Draft policy documents on profit and loss management, and handling external funding (e.g., donations and in-kind contributions).
 - Development of strategy document for identifying, attracting and securing external funding tailored the Tienda's needs.
- Coordinate the development of the Tienda's governance framework:

- Draw up draft agreements between the UA and the Tienda, based on the defined position of the Tienda within the larger UA governance structure.
- Define positions within the Tienda and their operational responsibilities.
- Specify the clinic's mission, core activities, organizational structure, and governing rules.
- Draft a comprehensive document detailing the governance structure, mission, vision, and core activities of the Tienda.

2. Strategic planning and outreach

- Design strategies to attract and serve the target clientele.
- Explore external funding opportunities and create processes for securing external funding and maintaining donor relations.
- Develop external outreach strategies to engage lawyers, law firms, NGOs, and diaspora organizations.

3. Data management

- Assess current data management and archiving practices within the Tienda.
- Propose alternatives to improve security, confidentiality, and compliance with data protection regulations.

Besides the above listed priorities, the service provider will, during the contractual period, undertake the following:

- Develop guidelines for communicating the Tienda's financial management and funding policies to external donors and partners.
- Collaborate with the Center for Quality Assurance, coordinating team of the UA and the Examination board of the Law faculty to develop an evaluation process for **periodic evaluations of the quality and impact** of the Tienda's services.
- Assist in developing a curriculum for the **professionalization of trainers and supervisors** working within the Tienda.

3. SERVICE DELIVERABLES

Deliverable 1:	Financial management policy for Tienda di Ley
Deliverable 2:	Governance manual outlining roles, mission, vision, and strategy
Deliverable 3:	Data management plan
Deliverable 4:	External communication guidelines for financial management
Deliverable 5:	Quality and performance evaluation forms and guidelines for quality evaluations
Deliverable 6:	Funding strategy document
Monthly report:	The service provider will also send a brief report to UNHCR at the end of each month to report on the prior month, including an overview of the rendered services, challenges, recommendations, and any questions for discussions.

Service Delivery periodicity: Apart from the monthly reports, the general calendar and time frame will be discussed and agreed upon with the University of Aruba, UNHCR and the company/service provider.

4. CONTRACT TERMS AND COMPENSATION OF SERVICE PROVISION:

This is a project-based consultancy with a fixed compensation for the entire project. Payment will be made upon successful completion of agreed service deliverables, as outlined above.

- **10%** at the start of the contract upon submission of a Plan of Action with specific timeframe.
- **40%** upon finalizing deliverables 1-3
- **40%** upon finalizing deliverables 4-5
- **10%** upon completion of deliverable 6

5. QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

- The consultancy firm should have a strong foundation in Organizational Management, Public Administration, or related fields. A team with backgrounds in Law and/or Monitoring and Evaluation of Data is a plus.
- A proven track record of at least 3 years in financial and organizational management, governance, legal services, or consulting within the non-profit sector. Experience with establishing or managing legal clinics is advantageous.
- Service provider personnel should demonstrate capacity for Dutch language proficiency at a C1 level or higher; personnel with English proficiency is an added asset.
- Must be a registered consultancy firm, officially recognized with the Chamber of Commerce in the firm's country of residence.

6. SKILLS AND COMPETENCIES REQUIREMENTS:

- Service provider personnel should have excellent project management skill, with the ability to keep an overview of the ongoing processes and deadlines.
- Collaborative work and capable of working independently.
- Service provider personnel should have good communication skills and capable of guiding team members, giving and receiving constructive feedback from peers.
- Familiarity with data management and security protocols.
- Ability to design evaluation frameworks and professional training programs.
- Proven ability to develop governance and organizational policies.
- Ability to develop evaluation frameworks and professional training programs.

Service provider(s) personnel expected competencies: flexibility, accountability, result-oriented, leadership, team player, critical and analytical thinking.

7. RFQ SUBMISSION

Your quotation shall be received on or before 22 November 2024 in PDF format to aruor@unhcr.org

Bidders are required to submit any request for clarification in respect to this RFQ by e-mail to aruor@unhcr.org

The deadline for receipt of questions for clarification: 18 of November 2024

Please note that the e-mail policy employed by UNHCR limits the size of attachments to a maximum of 20 Mb so it may be necessary to send more than one e-mail for the whole submission (though it may not be applicable).

Please indicate in the e-mail subject field:

- **Tienda di Ley**
- Legal name of your organization
- Number of e-mails that are sent (example: 1/2, 2/2)
For example: Consultancy_Tienda_di_Ley_001 Company Name (email 1 of 3)

The quotation submitted by the service provider must be valid at least for **30** days. The standard payment terms of UNHCR are net 30 days upon satisfactory delivery of goods or services and acceptance thereof by UNHCR.

Please find attached in **Annex A on the UNHCR's General Conditions of Contracts for the Provision of Services-2010**, which must be acknowledged by submitting a signed copy together with your offer.

However, please note that submitting an offer is deemed as full acceptance of UNHCR's General Conditions for Provision of Goods and Services.

The award of this purchase will be given to the lowest priced offer best meeting the stated requirements.

Service Provider Expected Qualification:

Factors such as:

- Past experience with UNHCR
- Company profile
- Evidence of relevant experience especially with humanitarian organizations in this field
- List or reference for previous works,
- Timelines for delivery,
- Confirm the flexibility in staffing set-up and prioritization,
- Business registration,
- Qualifications of the proposed team working on survey, will be considered. Please provide CVs

In submitting the cost, we propose the following itemized components to be included, in addition to all items that are relevant to your specific modality of work to deliver the required service output as explained above:

Service Deliverables	Number of Units (eg. # of days, # of pages)	Cost/Unit	Total Cost
Deliverable 1-3			
Deliverable 4-5			
Deliverable 6			

UNHCR reserves the right to accept the whole or part of your bid, or to allow split or partial awards.

Thank you for your kind attention.

Focal points (University of Aruba & UNHCR)

UA Focal Point: University of Aruba

Name: Brechtje Huiskes & Benedicta Deogratias

Title: Assistant professor of Constitutional and Administrative Law & Assistant professor of General Law, Faculty of Law University of Aruba

UNHCR Focal Point: UNHCR Aruba & Curacao

Name: Irene van Rij

Title: Head of Office, UNHCR