

Annex A: Terms of Reference
Review of the Division of Human Resources Management

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1 Introduction

1.1 Background

At the end of December 2016, the total number of people working for UNHCR was 15,075, representing a 56% increase since 2011 and comprising 10,826 UNHCR staff members (38% increase) and 4,249 affiliate workforce (146% increase) under various contractual schemes working in 130 countries and 476 locations around the globe implementing activities to provide assistance and protection to 65 million refugees, internally displaced persons and other persons of concern to the Office.

UNHCR's ability to provide protection and assistance to these people of concern and to respond to large-scale humanitarian crises in some of the most difficult and dangerous locations in the world is dependent on its personnel. To strengthen the organization's ability to respond effectively, UNHCR's Division of Human Resources Management (DHRM) designed a People Strategy that sets out a strategic approach to recruiting, placing, supporting and developing its personnel. The strategy spans five years, from 2016 to 2021, and focuses on four goals – preparedness and diversity; performance and competence; flexibility and timeliness; and care and support.

DHRM comprises some 300 staff members in 6 services situated in two locations – UNHCR's headquarters in Geneva, Switzerland and in the Global Service Centre in Budapest, Hungary – which has resulted in some services being split between locations and prompted a silo approach to the work with little coordination between services. Similarly, there are insufficient and uncoordinated links between DHRM and the Divisions and Regional Bureaux at headquarters, and support to the field is sporadic and reactionary. Human resources capacity outside headquarters' locations remains inadequate, though efforts are being made to increase the presence and skill levels of HR staff in field offices.

A review of UNHCR's promotions system, policy and procedures in 2016 recommended moving from a rank-in-person approach to a rank-in-job career advancement system and the decision was communicated to all staff by the High Commissioner on 21 October 2016. This decision was backed by an inspection of UNHCR's policy and procedures on assignments, which also took place in 2016. The result of these studies requires a major shift in how DHRM approaches human resources management highlighting a move away from concentrating primarily on personnel administration to focusing on strategic human resources management that ensures a holistic approach to HR.

Furthermore, a recent Rapid Organizational Assessment of UNHCR's headquarters highlighted the increase in the number of DHRM staff (40%) compared to that in the number of overall UNHCR staff (38%) between 2011 and 2016 and raised questions about the efficiency and effectiveness of the division. The outcome of the headquarters' review recommended an external assessment of the capacity of DHRM to implement the People Strategy in terms of structure, staffing, tools and processes.

These Terms of Reference (TOR) define the broad parameters for the review of UNHCR's DHRM, and provide the basic outline for the contracting of consultancy services.

1.2 Statement of Purpose & Objectives

1.2.1 Purpose of the DHRM review

The purpose of the review is to assess the capacity of DHRM to lead the implementation of UNHCR's People Strategy in terms of structure, staffing, tools, systems and processes and propose a strategic reorientation to align all HR initiatives and activities to respond to the business needs of UNHCR and ensure DHRM is fit for the future. The review should be carried out in the context of human resources management as a management system in UNHCR and with the aim of transforming DHRM into a strategic human resources partner for senior management, the Regional Bureaux, Divisions and the field.

The outcome of the review should lead to concrete changes towards efficient, effective and responsive HR structures, systems, and processes, that place workforce planning firmly at the centre of HR strategies, and realign HR structures and activities in order to fully meet and support the needs of the organization and ensure a holistic approach to HR.

1.2.2 Objectives

The key objectives of the DHRM review are to:

- Review the strategic vision for the role of human resources and propose adjustments to align with corporate priorities so that DHRM becomes a key enabler of workforce planning and developing an organization that has the capacity to deliver on current and future demands.
- Map current functions performed in the Division, validate their criticality in relation to UNHCR's Strategic Directions and the People Strategy, identify gaps and overlaps and propose a realignment or simplification of the structure that optimizes efficiency and effectiveness, with emphasis on regional and country offices to ensure support to the field.
- Complete an analysis of the processes for recruitment, retention, development, deployment, well-being and safety of the UNHCR workforce with a view to ensuring their effectiveness and efficiency and that the right level of resources is dedicated to them.
- Complete an assessment and analysis of HR systems and technology and recommend practical solutions that will improve and strengthen systems and processes for workforce planning and analysis.
- Jointly with DHRM, review and update the People Strategy implementation plan with a view to ensuring ownership among the different stakeholders within UNHCR and within DHRM (HQ and field) in particular.
- Identify areas in which HR staff need re-skilling to achieve the objectives of the People Strategy.
- Design and develop a clear, well-defined road-map that sets out the best configuration for HRM as a management system with roles and tasks with distinct timelines and the resources required.
- Coordinate closely with the Director of Change Management and her team in order to maintain a strong connection with the broader review of UNHCR's headquarters.

1.2.3 Timeline and Deliverables

Activity	Deliverable	Location	Indicative timeline
<u>Initial Research and Introduction</u> Review of initial documents provided by UNHCR to prepare for first meeting with DHRM Meet with the DHRM Director, the project focal point and other key HR and headquarters staff members	Summary notes where relevant	Off-site (Document review) On-site (Geneva)	One week One week
<u>Research</u> Desk review of relevant documentation; data analysis of structure, staffing (including HR structures in the field), budget; review of processes, activities and priorities	Summary notes where relevant	Off-site	Three weeks
<u>Consultations</u> Semi-structured interviews with senior managers; focus group discussions with DHRM and staff at large and staff/ management bodies (Inclusion Diversity & Gender challenge team, Joint Review Board, Joint Advisory Committee, Staff Council); webinars with selected operations and field-based HR staff; two field trips to selected operations	Summary notes where relevant	On-site HQ (Geneva and Budapest) (Two field trips to be arranged by UNHCR.)	Three weeks Two weeks
<u>Diagnosis</u> Analysis of findings from consultations; analysis of processes, systems, tools and structures; identify gaps and over-laps and areas where DHRM capacity to deliver needs strengthening; identify and compare best practice in the business (other UN or international entities); and consider concrete steps for improvement	Draft roadmap with design parameters	Off-site	Four weeks
<u>Recommendations</u> Review draft recommendations and roadmap with DHRM, senior management and other stakeholders; write report	Draft recommendations	On-site (review) Off-site (report)	Three weeks
<u>Linkages</u> Workshop with DHRM management to review, revise and update the People Strategy implementation plan	Revised People Strategy implementation plan	On-site (Geneva)	One week
<u>Final report</u> Final report submitted Presentation to DHRM Director	Report of DHRM review with recommendations and a clear roadmap with prioritized tasks	Off-site On-site (Presentation in Geneva)	Two weeks

The timelines indicated in the table above (estimated total of 20 weeks) are an indicative guideline and are not obligatory should the activity take longer or shorter, as long as the overall project is completed by the middle of February 2018.

Note on travel expenses and field trips: The financial offer shall be all inclusive except for all air tickets (travel expenses) which will be reimbursed according to the UN Travel Policy and except for accommodation during the two fieldtrips. At a later stage of the RFP a quote for air tickets as well as for accommodation during the two field trips may be requested from the technically compliant bidders for evaluation purposes.

2 Requirements

2.1 DHRM review by an external consultancy

Requirements

- A leader in strategic workforce planning
- Expertise in human resources strategies and systems
- Capacity to bring tools and processes that can support the HR function in UNHCR
- Proven track record with UN organizations, international organizations or large non-profit organizations, particularly with organizations having a large field presence outside HQs including in very remote locations
- Expertise in organizational development and change management
- Proven ability to gather and analyze complex data through mixed methods
- Fluency in English is essential and French language skills desirable
- Multi-cultural/diverse team

Methodology

The review will comprise a Desk review of all relevant and critical documents and literature, semi-structured interviews with senior managers, focus group discussions with staff at large and DHRM staff, and webinar discussions with Representatives and field-based staff in key operations as well as field-based HR staff.

Deliverable

The consultancy will present a final report of the DHRM review in English to the Director of DHRM. The report will comprise key findings and recommendations and a clear road-map for implementation with a distinct timeline and resources required, as well as an update of the People Strategy implementation plan.

Contract duration

The DHRM review is expected to begin in September 2017 and should be completed by the middle of February 2018. The timelines indicated in the table under section 1.2.3 (estimated total of 20 weeks) are an indicative guideline and are not obligatory should the activity take longer or shorter, as long as the overall project is completed on schedule. Please be aware that staff members may not be available for consultations during the holiday period from 18 December 2017 to 5 January 2018.

Location

The review will take place primarily at UNHCR's headquarters in Geneva, Switzerland. Travel to UNHCR's Global Service Centre in Budapest, Hungary will also take place. Two field trips to selected operations are anticipated.

2.2 Other services, required for the performance of the key requirements

The consultancy will be supported and work closely with UNHCR's Division of Human Resources Management throughout the review. The consultancy will report to the Director of the Division directly or through the project focal point. The project focal point will manage the contacts between UNHCR and the consultants, as well as support and provide overall guidance to the project.

2.3 UNHCR Responsibilities

UNHCR will provide the consultancy with:

- Access to all relevant documentation relating to the DHRM review
- Facilitation of contacts with relevant UNHCR staff at headquarters and field locations
- Setting up interviews and other discussion groups with UNHCR staff at headquarters and field locations
- All attendant administrative requirements, including coverage of travel costs (air tickets) for Geneva, Budapest and the field locations (to be identified), and letters of invitation for visas if necessary
- A workstation, if required, at HQ locations in Geneva and Budapest

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 to perform the services required, including:
 - Company profile, registration certificate and last audit reports
- 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 with founding dates
- Three or more letters of reference or descriptions of similar past projects, with contact information
- A list of previous or current major relevant clients
- One or more samples of a completed final report of a similar past project

3.2 *Proposed Services*

The technical proposal should emphasize:

- A theory of knowledge on the best HR tools and systems and data analysis capacity
- A detailed description of the manner in which the consultancy would respond to the services required, including the general strategy and approach, the methodology and expected deliverables
- A detailed work plan (project plan) with an aligned timeframe of output
- A description of the consultancy's ability to provide the services within the desired timeframe
- Proven expertise in the requirements
- The number of team members and the corresponding working hours

3.3 *Personnel Qualifications*

The company will make a proposal for the DHRM review to be conducted by a team that is multi-cultural and diverse and comprising more than one expert. The team members must all be fluent in English. Desired but not mandatory requirements are fluency in French or another UN Language, geographical diversity as well as gender-balance. The CVs of prospective team members must be provided and include details about educational qualifications and relevant project experience. The proposed team members shall not be substituted. For each team member the following shall be submitted:

- CV in English incl. Education and Languages spoken
- List of previous, major clients they worked with. The list may include project titles and/or short descriptions of the most relevant projects

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). If you are already registered it is not mandatory but recommendable to submit Annex C. This allows us to check if any company data has changed and needs to be updated.

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.

Technical Evaluation Criteria		Max. Rating
1. Company Qualifications	1.1 Company profile and qualifications, and completeness of supporting documentation	2.5
	1.2 References/descriptions of similar past projects	5.0
	1.3 Proven track record of having undertaken similar assignments with United Nations organizations, international organizations or large non-profit organizations, particularly with organizations having a large field presence outside HQs including in very remote locations	5.0
	1.4 Experience in evaluation of HR strategies and systems, strategic planning, organizational development, data analysis, change management, and structural design	5.0
2. Proposed Services	2.1 Strategic approach and methodology to undertaking the DHRM review	10.0
	2.2 Work plan	10.0
	2.3 Ability to deliver within the agreed timeframe	5.0
3. Personnel Qualifications	3.1 Personal qualifications and experience of proposed team in change management and in evaluating HR strategies and systems in complex organizations	12.5
	3.2 Experience of proposed team with UN organizations, international organizations or large non-profit organizations, particularly with organizations having a large field presence outside HQs including in very remote locations	10.0
	3.3 Diversity of proposed team and languages spoken	5.0
Total:		70

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:

- 1.2 – Previous projects demonstrate sufficient knowledge, capacity and experience to conceive and deliver strategic HR reviews evidenced by a minimum of 1 completed final report of a similar past project
- 3.1 – The team lead(s) has (have) sufficient educational backgrounds (Master Degree), work experience (change management, HR, organizational design) evidenced by a list of at least 2 previous major clients.

5 Key Performance Indicators

5.1 *Performance Evaluation*

UNHCR expects to monitor the performance of the selected supplier.

Focus will be given to the quality of the final report, including quality and clarity of data collection, analysis and formulation of recommendations, as well as the level of inclusiveness, transparency and communication throughout the review.