

**DATE: 28/06/2016**

**REQUEST FOR PROPOSAL: No. RFP/2017/890**

**FOR THE PROVISION OF**

**DHRM Review**

**CLOSING DATE AND TIME: 26/07/2017 – 23:59 hrs. CET**

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### **INTRODUCTION TO UNHCR**

The Office of the United Nations High Commissioner for Refugees was established on December 14, 1950 by the United Nations General Assembly. 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 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 more than 10,900 people in 130 countries continues to help and protect millions of refugees, returnees, internally displaced and stateless people, please see <http://www.unhcr.org>.

### **1. REQUIREMENTS**

The Office of the United Nations High Commissioner for Refugees (UNHCR) invites qualified service providers to make a firm offer for the establishment of a service contract for a review of UNHCR's Division of Human Resources Management (DHRM) Review (referred to hereinafter as "services").

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 Bureaus, 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 center 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.

#### **IMPORTANT:**

Terms of Reference (TORS) including further technical details are attached as Annex A of this document.

UNHCR may award a Service Contract for this evaluation with an initial duration of max. 5,5 months. The successful bidder will be requested to maintain their quoted price model for the

duration of the Service Contract. The DHRM Review is planned to start at the beginning of September 2017 and finish before the middle of February 2018.

It is strongly recommended that this Request for Proposal and its annexes be read thoroughly. Failure to observe the procedures laid out therein may result in disqualification from the evaluation process.

Sub-Contracting: Please take careful note of article 5 of the attached General Terms and Conditions (Annex D).

Note: this document is not construed in any way as an offer to contract with your firm.

## **2. BIDDING INFORMATION**

### **2.1. RFP DOCUMENTS**

The following annexes form integral part of this Request for Proposal:

- Annex A: Terms of Reference (TORs)
- Annex B: Financial Offer Form
- Annex C: Vendor Registration Form
- Annex D: UNHCR General Conditions of Contracts for the Provision of Services – 2010

### **2.2 ACKNOWLEDGMENT**

We would appreciate your informing us of the receipt of this RFP by return e-mail to [sax@unhcr.org](mailto:sax@unhcr.org) as to:

- Your confirmation of receipt of this invitation to bid
- Whether or not you will be submitting a bid

### **2.3 REQUESTS FOR CLARIFICATION**

Bidders are required to submit any request for clarification or any question in respect of this RFP by e-mail to Kim Sax Supply Associate at [sax@unhcr.org](mailto:sax@unhcr.org). **The deadline for the receipt of questions is 23:59 hrs. CET on 09/07/2016.** Bidders are requested to keep all questions concise.

#### **IMPORTANT:**

Please note that Bid Submissions are **not** to be sent to the e-mail address above.

UNHCR will compile the questions received and plans to publish it on UNGM website within 5 days after the deadline of receiving the questions. UNHCR may, at its discretion, copy any reply to a particular question to all other bidders at once.

### **2.4 YOUR OFFER**

Your offer shall be prepared in English.

Please submit your offer using the Annexes provided. Offers not conforming to the requested formats may be not taken into consideration.

#### **IMPORTANT:**

Do **NOT** send your bid submission to [sax@unhcr.org](mailto:sax@unhcr.org) or other UNHCR staff members as this will lead to your disqualification. Do **NOT** cc or bcc [sax@unhcr.org](mailto:sax@unhcr.org) when submitting your bid. **ONLY** send your questions and confirmation of intention to bid to [sax@unhcr.org](mailto:sax@unhcr.org).

Your offer shall comprise the following two sets of documents:



- Technical offer
- Financial offer

#### **2.4.1 Content of the TECHNICAL OFFER**

**IMPORTANT:**

No pricing information should be included in the Technical Offer. Failure to comply will risk disqualification. The technical offer should contain all information required.

The Terms of Reference (TORs) of the services requested by UNHCR can be found in **Annex A**. Your technical offer should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

**Description of the company and the company's qualifications to provide consultancy services, 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

**Professional references for evaluations and evaluation services**

- Proof of track record of the provision of the service
- Number and description of similar and successfully completed projects;
- Number and description of similar projects currently underway

**Proposed Services**

- A detailed work plan and timeline for the DHRM Review that demonstrates extensive understanding, knowledge and expertise of HR reviews and has taken stock of the way in which UNHCR functions. The work plan includes ideas and how to potentially redefine, reshape and if necessary redesign respective HR functions and processes recognizing the particularities of UNHCR.
- Convincing evidence in terms of timelines for delivery, maximum flexibility in staffing set-up and prioritization, including risk assessment.

**Understanding of the requirements for services, proposed approach, solutions, methodology and outputs**

Any comments or suggestions on the TOR, as well as your detailed description of the manner in which your company would respond to the TOR:

- A detailed description of the methodologies to be used and the specific research tools and softwares you will use
- A description of your organization's capacity to provide the service
- A description of your organization's experience in providing these services especially emphasizing your experience in the following fields:
  - Evaluation of HR strategies and systems, strategic planning, organizational development, data analysis, change management and structural design
  - Working with the United Nations, international organizations or large non-profit organizations, particularly with those having a large field presence outside HQs including very remote locations



**Proposed personnel to carry out the assignment**

- The composition of the team you propose to provide
- Curriculum Vitae of core staff (maximum 5 pages per CV)
- The proposed personnel will be evaluated along the following criteria:
  - Change management experience
  - Experience in evaluating HR strategies and systems in an international context
  - Previous experience of proposed staff with UN Organizations, multinational NGO's, intergovernmental organizations and other large scale field based humanitarian actors. Please submit a list of previous major clients for each individual team member.
  - Educational background. As a minimum the team leader needs to hold a Master's Degree. Desired is for all team members to hold a Master's Degree.
  - Diversity of proposed team (geographical and gender) including languages spoken

All documents listed above shall be provided, however the technical offer can additionally include any further information that will facilitate our evaluation of your company's substantive reliability, financial and managerial capacity to provide the services.

**Vendor Registration Form:** If your company is not already registered with UNHCR, you should complete, sign and submit with your technical proposal the Vendor Registration Form (**Annex C**). If you are already registered with UNHCR it is still recommended to fill out and submit Annex C. This allows us to double check that all data is still up to date.

**UNHCR General Conditions for Provision of Services:** Your technical offer should contain your acknowledgement of the UNHCR General Conditions for Provision of Services by signing **Annex D**.

**2.4.2 Content of the FINANCIAL OFFER**

Your separate **Financial Offer** must contain an overall offer in a single currency, either in US Dollars, Euros or in the currency of your company's country.

The financial offer must cover all the services to be provided (price "all inclusive"). 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 fieldtrips may be requested from the technically compliant bidder for evaluation purposes.

The Financial Offer is to be submitted as per the Financial Offer Form (Annex B). Bids that have a different price structure may not be accepted.

UNHCR is exempt from all direct taxes and customs duties. In this regard, price has to be given without VAT.

You are requested to hold your offer valid for 120 days from the deadline for submission. UNHCR will make its best effort to select a company within this period. UNHCR's standard payment terms are within 30 days after satisfactory implementation and receipt of documents in order.

The cost of preparing a bid and of negotiating a contract, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment.

**2.5 BID EVALUATION**



### 2.5.1 Supplier Registration:

The qualified supplier(s) will be added to the Vendor Database after investigation of suitability based on the submitted Vendor Registration Form and supporting documents. The investigation involves consideration of several factors such as:

- Financial standing;
- Core business;
- Track record;
- Contract capacity.

### 2.5.2 Technical and Financial evaluation:

For the award of this project, UNHCR has established evaluation criteria which govern the selection of offers received. Evaluation is made on a technical and financial basis.

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

Technical Evaluation Criteria		Max. achievable Points
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
<b>Total:</b>		<b>70</b>

Criteria 1.2 and 3.1 are subject to minimal 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 Degrees), work experience (change management, HR, organizational design) evidenced by a list of at least 2 previous major clients.

The **Financial offer** will use the following percentage distribution: **30%** from the total score.

The maximum number of points will be allotted to the lowest price offer that is opened and compared among those invited firms. All other price offers will receive points in inverse proportion to the lowest price; e.g.,  $[\text{total Price Component}] \times [\text{US\$ lowest}] \setminus [\text{US\$ other}] = \text{points for other supplier's Price Component}$ .

## **2.6 SUBMISSION OF BID**

The offers must bear your official letter head, clearly identifying your company.

Bids should be submitted by e-mail and all attachments should be in PDF format. (Copies of the PDF format documents may, as an addition, be included in Excel or other formats etc.).

The Technical and Financial offers shall be **clearly separated**.

**Bid must be sent by e-mail ONLY to: [hqsmsbid@unhcr.org](mailto:hqsmsbid@unhcr.org)**

### **IMPORTANT:**

The technical offer and financial offer are to be sent in separate documents. Failure to do so may result in disqualification.

**Deadline: 26/07/2016, 23:59 hrs. CET.**

### **IMPORTANT:**

Any bid received after this date or sent to another UNHCR address may be rejected. UNHCR may, at its discretion, extend the deadline for the submission of bids, by notifying all prospective bidders simultaneously.

It is your responsibility to verify that all e-mails have been received properly before the deadline. Please be aware of the fact that the e-mail policy employed by UNHCR limits the size of attachments to a maximum of **5 Mb** so it may be necessary to send more than one e-mail for the whole submission. Submissions in zip format are accepted.

Please indicate in e-mail subject field:

- Bid **RFP/2017/890**
- Name of your firm with the title of the attachment
- Number of e-mails that are sent (example: 1/3, 2/3, 3/4).

UNHCR will not be responsible for locating or securing any information that is not identified in the bid. Accordingly, to ensure that sufficient information is available, the bidder shall furnish, as part of the bid, any descriptive material such as extracts,



descriptions, and other necessary information it deems would enhance the comprehension of its offer.

## **2.7 BID ACCEPTANCE**

UNHCR reserves the right to accept the whole or part of your bid.

UNHCR may at its discretion increase or decrease the proposed content when awarding the contract and would not expect a significant variation of the rate submitted. Any such increase or decrease in the contract duration would be negotiated with the successful bidder as part of the finalization of the Purchase Orders for Services.

UNHCR may, at its discretion, extend the deadline for the submission of bids, by notifying all prospective suppliers in writing. The extension of the deadline may accompany a modification of the solicitation documents prepared by UNHCR at its own initiative or in response to a clarification requested by a prospective supplier.

Please note that UNHCR is not bound to select any of the firms submitting bids and does not bind itself in any way to select the firm offering the lowest price. Furthermore, the contract will be awarded to the bid considered most responsive to the needs, as well as conforming to UNHCR's general principles, including economy and efficiency and best value for money.

## **2.8 UNHCR GENERAL CONDITIONS OF CONTRACTS FOR THE PROVISION OF SERVICES**

Please note that the General Conditions of Contracts (**Annex D**) will be strictly adhered to for the purpose of any future contract. The Bidder must confirm the acceptance of these terms and conditions in writing.

  
Signature  
Fabrizio Bertora  
Chief of Section, HQ Procurement  
UNHCR Global Service Center

