



TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment	MENA HR Certified Training on HR Business Partnering
Location	Home-based/Hybrid approach with online courses and webinars
Duration	10 - 12 months – to be confirmed
Start date	TBC
End date	31 December 2023
Reporting to	Regional Chief of Human Resources
Type of contract	Institutional Contractor

1 JUSTIFICATION/BACKGROUND

Background:

UNICEF works in some of the world's toughest places, to reach the world's most disadvantaged children. To save their lives. To defend their rights. To help them fulfill their potential.

Across 190 countries and territories, we work for every child, everywhere, every day, to build a better world for everyone.

To support UNICEF Strategic Plan 2022 – 2025, there is a need to reposition and make more strategic the HR function. Strengthening the capacity of the country office HR profession in the Middle East and North Africa Region is a critical element for them to be valuable HR Business Partners. The HR business partner is a strategic liaison between HR and the business. These senior HR professionals have a deep understanding of the business and ensure that HR helps the business make an impact.

Objective:

HRBPs are at the frontline of the business, fulfilling the key role of integrating business strategy with people management practices. This role is rapidly shifting to a more strategic level, where business acumen is as important as HR knowledge.

This training program is expected to be designed to help human resources professionals prepare to become a truly strategic partner to the business, by acquiring essential skills, ranging from consulting and data literacy, to employee experience and business acumen.

Methodology/Approach:

Webinars combined with online self-paced training and practice through the learning by doing approach.

2 OBJECTIVE, PURPOSE AND EXPECTED RESULTS

The objective of this consultancy is to give to MENA HR Team Members (expected number of staff is 40) the possibility to play fully the role of the HRBP in their Offices and in alignment with UNICEF HR Delivery Model.

The training is expected to be delivered on all the key HR areas through the HRB partnering approach.

3 DESCRIPTION OF THE ASSIGNMENT

The training is required to follow the hybrid approach with online courses, webinars and between webinars activities are expected to be implemented while on the job. This training is expected to reach 40 HR focal points within the MENA region.

The training will be on the following aspects of HRB Partnership:

1. Strategic Business Management
2. Talent Planning & Acquisition
3. Talent Management (Learning & Development)
4. Talent Management (Compensation & Benefits)
5. Employee Relations

In addressing above learning needs, the training is expected to cover the following areas:

- a. HR analytics – influence decision, increased demand for data
- b. Culture and E&E : change management, organizational culture response, innovation, simplification/streamlining
- c. Performance management – career development, hybrid team management and matrix management
- d. DEI (disability, gender, PSHA etc..) – HRBP role in the areas and mainstreaming

4 EXPECTED DELIVERABLES

6 modules are expected to cover all HRBP components:

1. Business Management
2. Talent Planning & Acquisition
3. Talent Management (Learning & Development)
4. Talent Management (Compensation & Benefits)
5. Employee Relations
6. A capstone project which will allow applying the different learnings acquired through this training. Assignments are expected to be tailored to cover needs of the offices and can be applied in the jobs.

A licensed certificate is required to be issued for successful participants.

5 REPORTING REQUIREMENTS

The contractor will report to the UNICEF Chief of Human Resources or his representative on monthly basis and when needed. Close collaboration is expected between the contractor and the country offices. All technical and administrative decisions related to the finalization of the modules will be reviewed and approved by the UNICEF HR Team.

6 LOCATION AND DURATION

The location of the contract is home-based with no missions expected to be undertaken as part of the assignment. The duration of the contract is linked to the finalization of all phases.

Expected missions to be undertaken – **no specific missions foreseen.**

Deliverables	Cost Items	Expected Timeframe	Percentage of Payment
1- Design learning modules as agreed with HR section in RO	<ul style="list-style-type: none"> To be finalized once vendor is identified 	Within 2 weeks of signing the contract	25%
2- Implement learning and start the training	<ul style="list-style-type: none"> To be finalized once vendor is identified 	10 to 12 months (to be confirmed once learning modules are agreed upon with the vendor)	25% after third of the training 25% after the 75% of the training
3- Provision of certificates to all successful participants	To be finalized once vendor is identified	By the end of the training, (to be confirmed once learning modules and project timeframe are agreed upon with the vendor)	25%
Throughout:			
Regular reporting to UNICEF HR team			
TOTAL		10 to 12 Months (to be confirmed once vendor is identified)	100%

7 OFFICIAL TRAVEL INVOLVED

Expected missions to be undertaken – **no specific missions foreseen.**

Bidders are required to include the estimate cost of travel for points a. and b. above in the financial proposal. It is essential to clarify in the TOR that i) travel cost shall be calculated based on economy class travel, regardless of the length of travel and ii) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC at <http://icsc.un.org>).

For institutional contractors, all travel arrangements, including insurance and visas, will be managed and paid by the institution. Therefore, expected travel costs must be included as a budget item in the financial proposal.

8 ICT CONSIDERATIONS (PLEASE CHECK IF APPLICABLE):

Access to electronic Information Resources

0 UNICEF email ID

0 ICT Hardware (please specify): _____

9 CONTRACT MANAGEMENT

The contractor will regularly report to UNICEF MENARO, Human Resources team. The HR Section at UNICEF MENARO will be responsible for managing the contract. Overall supervision of the contract will fall on the HR regional Adviser together with the HR Officer at UNICEF MENARO.

10 FREQUENCY OF PERFORMANCE REVIEWS AND PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The contractor will submit regular reports as per identified deliverables. Performance reviews will be undertaken upon submission of each deliverable. All reports and deliverables should be submitted electronically in Word, Excel and most relevant statistical software as applicable.

A reference team has been set up that will assess the quality of the product and its success will be measured in terms of commitment by HRPB to utilize. MENARO HR team will monitor this, and this will be part of the evaluation of the Contractor.

11 DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

- The contractor to be selected for the proposed assignment should have:
 - Demonstrated experience in developing training and learning materials in areas related to HRBP approach.
 - Capacity to work in complex assignments including coordination
- The contractor shall have the following requirements:
 - At least 10 years of demonstrated experience providing similar services to international organizations,
 - Fluency in English (both written and oral).

12 PROPOSED PAYMENT SCHEDULE

UNICEF will only make milestone payments based on achievement of specific deliverables as listed on the table below.

Deliverables Timeline:

Deliverables	Deadline	Payment
1- Design learning modules as agreed with HR section in RO	<ul style="list-style-type: none">• To be finalized once vendor is identified	25%
Implement learning and start the training	10 to 12 months (to be confirmed once learning modules are agreed upon with the vendor)	25% after third of the training 25% after the 75% of the training
Provision of certificates to all successful participants	By the end of the training, (to be confirmed once learning modules and project timeframe are	25%

	agreed upon with the vendor)	
TOTAL		100%

The terms of payment are Net 30 days, after receipt of invoice and acceptance of work. Payment will be affected by bank transfer in the currency of billing.

13 STRUCTURE AND EVALUATION PROCESS OF THE PROPOSAL

(items to be included in proposal/response, such as workplan, timeline, methodology, samples, budget, etc.)

Each proposal will be assessed first on its technical merits (including by reference to legal requirements) and subsequently on its price. In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors. The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money and will be recommended for award of the contract.

Applicants shall prepare a proposal as an overall response to ToR ensuring that the purpose, objectives, and deliverables of the assignments are addressed.

A. Technical proposals

The Technical Proposal should include but not limited to the following:

- Detailed Methodology/Approach to project demonstrating how the proposal meets or exceeds UNICEF requirements for this assignment
- Proposed timeline and milestones an action plan specifying the timeframe with various milestones and activities
- Expertise of Company detailing general and specific experience with similar assignments in the past 10 years.

Bidders are requested to back up their submissions by providing:

- Evidence in the form of job completion certificate, contracts and/or references.
- Details of the proposed expert for the assignment including the following information:
 - Title/Designation of lead expert for the assignment
 - Educational qualifications and professional experiences
 - Past experience in working on similar project and assignment – List all similar projects he/she has worked on and roles on the project.
- Project implementation and work plan showing the detailed sequence and timeline for each activity and main days of the of each proposed team as necessary
- Quality assurance mechanism and risk mitigation measures put in place

B. Financial Proposal

A separate Financial Offer detailing all activity expenses and logistics should be submitted under this section.

Bidders are expected to submit a lump sum financial proposal to complete the entire assignment based on the terms of reference.

14 UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

In case of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted. If the firm/individual is unable to complete the assignment, the contract will be terminated by notification letter sent 30 days prior to the termination date. In the meantime, UNICEF will initiate another selection process in order to identify appropriate candidate.

15 REQUEST FOR PROPOSAL EVALUATION WEIGHTING CRITERIA

Submitted proposals will be assessed using Cumulative Analysis Method. All requests for proposal will be weighed according to the technical (60%) and financial considerations (40%). Financial proposals will be opened only for those application that attained 48 points or above on the technical part. The proposal obtaining the highest overall score after adding the scores for the technical and financial proposals together, that offers the best value for money will be recommended for award of the contract.

__60__% technical

__40__% financial

100% total

- 1. Overall Response (20 points): The understanding of the assignment by the proposer and the alignment of the proposal submitted with the ToR:
 - a. Completeness of response (10 points)
 - b. Overall concord between RFP requirements and proposal (10 points)
- 2. Company and Key Personnel (40 points)
- 3. Proposed methodology and approach (20 points): Work plan showing detail sampling methods, project implementation plan in line with the project
 - a. Proposed work plan and approach of implementation of the tasks as per the ToR (20 points)

Minimum technical score: 60% of 80 points =48 points

The price should be broken down for each component of the proposed work. The total amount of points allocated for the price component is 40. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

Max. Score for price proposal * Price of lowest priced proposal

Score for price proposal X = -----

Price of proposal X

16 CONDITIONS AND ADMINISTRATIVE ISSUES

- The contractor will work on its own computer(s) and use its/his/her own office resources and materials in the execution of this assignment. The contractor’s fee shall therefore be inclusive of all office administrative costs
- Granting access to UNICEF ICT resources for consultants/non-staff is considered as ‘exception,’ and therefore shall only be granted upon authorization by the head of the office on justification/need basis. This includes creation of a UNICEF email address, as well as access to ICT equipment such as laptops and mobile devices.

- All persons engaged under a UNICEF service contract, either directly through an individual contract, or indirectly through an institutional contract, shall be subject to the UN Supplier Code of Conduct: <https://www.ungm.org/Public/CodeOfConduct>
- Please also see UNICEF's Standard Terms and Conditions attached.

ENQUIRIES: Please direct any enquiries to the contact details indicated on the tender document

Proposals with all supporting documents should be addressed to:

UNICEF Jordan Bids
Jordanbids@unicef.org