

**Annex A: Terms of Reference  
Emergency and Security Training**

06 December 2022  
Reference: 2022 RFP 021

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# **1 Introduction**

## **1.1 Background**

### **1.1.1 Introduction**

UNHCR, the UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people. UNHCR works in over 137 countries, seeking to ensure that the millions of women, men and children forced to flee their homes every year to escape violence, persecution, war or disaster have the right to seek asylum and find safe refuge.

UNHCR prepares for and responds to emergencies in line with its organisational mandate and interagency commitments. Given the complex security and emergency context in which UNHCR operates, there is a continuous need to build and maintain internal capacity to respond in a timely and effective manner. UNHCR seeks, therefore, to continually develop and prepare its workforce to perform and deliver in emergency and high-risk environments.

## **1.2 Statement of Purpose & Objectives**

### **1.2.1 Purpose and objectives**

The purpose of this Request for Proposal is to identify one or more providers to prepare and facilitate the design, delivery, and evaluation of UNHCR's programme of emergency response and security management trainings. The primary aim of the programme is to ensure that UNHCR has a continuous and adequate supply of staff at all levels and functions who are prepared and skilled to respond to humanitarian emergencies and work in high-risk environments competently, effectively and safely.

In the context of an evolving global emergency and security context, and in line with UNHCR's duty of care towards its workforce, the organization not only needs to adequately prepare its staff, in particular those assigned to emergency rosters, to deliver effectively and safely in high-risk environments, but also ensure that its emergency and field managers and other key staff have the capacity to lead in insecure environments. Adequate ongoing and pre-deployment training is therefore core to the achievement of UNHCR's mandate to provide international protection, including to protect and save lives, address the most critical needs of affected populations, and provide protection leadership in an increasingly complex environment.

### **1.2.2 Scope and focus**

As noted, the primary focus of the emergency and aligned security training is to prepare UNHCR emergency roster members, responsible managers, and agreed external participants to perform the full range of expected UNHCR functions effectively and safely in humanitarian emergencies. There is an existing suite of programmes utilised for this purpose as outlined below.

The pandemic has seen an unprecedented disruption in the provision of capacity building to the UNHCR workforce. Transfer to online training modalities highlighted both strengths and weaknesses in this format and while offering more flexible and cost-effective options, has also exposed some weaknesses in the workforce's knowledge and skill base post training. The

coming period, therefore, presents an opportunity to review and refresh the current approach to training in this area, capitalizing on what is known to work well, while embracing the future of training and innovative technologies and modalities to enhance and renew the learning experience.

The scope of this proposal, therefore, includes to work with UNHCR counterparts and content owners to:

- Manage the continuous updating of the design, delivery and evaluation of some or all of the core training programmes as outlined below;
- Ensure that the training programmes keep pace with the contexts in which UNHCR operates, the evolving nature of its workforce, and contemporary theory and practice in the fields of emergency response and security risk management;
- Review and collaborate to develop the overall suite of programmes further in order to bridge existing gaps and ensure that collectively, the workshops are meeting UNHCR's needs;
- Contribute to other related learning exercises on a negotiated but ad hoc basis, for example, to adapt materials from the core trainings to be used in either the ERT Baseline Learning Package, in the specialist roster trainings and security management trainings;
- Establish an ongoing evaluation methodology to ensure continuous learning and improvement of the programme, and to provide reports on workshop outcomes, achievements and recommendations.

Service providers will work in close collaboration with UNHCR counterparts to ensure that essential and relevant core UNHCR content is reflected adequately in the programmes. While UNHCR counterparts retain ownership of this core content, the service providers are expected to ensure that innovative and contemporary approaches to learning are used in the design of programmes. Given recent lessons learned during the pandemic, some preparedness for transition back to online learning should be built in if needed, while maintaining a strong commitment to the prioritization of face-to-face learning for these programmes.

Currently, UNHCR delivers four key emergency workshops and two field security programmes that come under the umbrella of this proposal, as outlined in the Annexe 1:

1. Workshop on Emergency Management (WEM)
2. Situational Emergency Training (SET)
3. Senior Emergency Leadership Programme (SELP)
4. Emergency Training Leadership Programme (ETLP)
5. Security Management Learning Programme (SMLP)
6. Security Capacity Development Activities (SCDA)

\*Please refer to Annexe 1 for a more detailed description of each of the workshops

### **Possible proposal configurations**

Option 1: Providers may submit a proposal for the entire suite of workshops, associated tasks and ad hoc support. Unless clearly stated in the proposal that the provider is willing also to be considered separately as per option 2 below, they will be evaluated against all criteria, including their credentials as a training provider in both specialist areas of emergency management and field security management.

Option 2: Providers may submit a proposal to deliver any grouping/number of the trainings (listed in 2.2.1 below and Annex 1).

## 2 Requirements

### 2.1 Project title, or core requirement

UNHCR seeks to contract with service provider(s) with the following demonstrated knowledge and experience:

- Preparedness and response to humanitarian emergencies where forced displacement is a core feature, especially conflict, but also experience and knowledge of disaster and climate-driven displacement
- An understanding of the differences, challenges and response structures between refugee, internal displacement and mixed scenarios
- Security management and leadership in humanitarian and forced migration contexts
- Rich experience in contemporary training and capacity-building approaches and techniques, including demonstrated experience and success in both face-to-face and online training approaches
- Demonstrated ability to assess and respond to UNHCR's evolving emergency and security needs, proposing suitable learning methods, models, and tools
- Capacity to reflect UNHCR's core values relating to inclusion, diversity of the workforce, and gender equality, in both their own practice and embedded throughout their training practice and materials. As a significant tool for dissemination of the organization's stated values and commitments, all the trainings delivered under this programme should be influential in building a stronger diversity and inclusion culture within UNHCR, and at their core, should be progressively gender aware
- Demonstrated knowledge and experience in evaluation methodologies

### Detailed Functions & Expected results

The below table summarizes the respective trainings, frequency per year and number of participants per training. The ideal proposal will provide a narrative description of how the tasks would be pursued for each type of training, and in the financial offer form indicate the number of staff and level of staff to perform each training event. (Please do not include any financial information in the narrative proposal).

Training	Anticipated frequency per year	Methodology (residential or on-line)	Number of expected participants per session
Workshop on Emergency Management (WEM)	Up to six per year	The methodology would include three options: <ul style="list-style-type: none"> <li>- Hybrid (on line and residential)</li> <li>- Residential only</li> <li>- On-line only</li> </ul>	40 per session

Situation Emergency Training (SET)	Up to 3 per year	The methodology would include two options:  - Residential - On-line	25- 35
Senior Emergency Leadership Programme (SELP)	Up to 2 per year	The methodology would include three options: - Hybrid (on line and residential) - On-line only - Residential only	20 - 25
(Emergency Training Leadership Programme (ETLP)	Up to 2 per year	The methodology would include two options:  Residential On-line	20
Senior Management Learning Programme (SMLP)	Up to three per year	The methodology would include three options: - Hybrid (on line and residential) - On-line only - Residential only	24-30
Security Capacity Building Training (SCBT)	Up to four per year	The methodology would include three options: - Hybrid (on line and residential) - On-line only - Residential only	24-30

For each workshop in the above chart, the following is required of the contractor:

### **Task 1: Preparing for an effective training session**

- Consult, visits and online meetings with UNHCR counterparts at Headquarters;
- Based on consultation, review and recent lessons learned, develop the workshop content, methodology and programme, and corresponding material in cooperation with the relevant UNHCR entities, drawing upon existing relevant content and new sources;
- Develop new materials for inclusion into the curricula, ensuring that modern training tools and techniques are embraced. Workshop content should be directly relevant to and reflect UNHCR contexts and roles, and may need to be updated or adjusted regularly to reflect continuous evolution of UNHCR work and expectations of emergency intervention;

- Agree on appropriate mix of self-study, e-learning, online webinars and face-to-face components of the courses with UNHCR counterparts / content holders, negotiate and agree on contingency plan for development of online learning curriculum if needed,
- Revise participant manuals and resource persons guides, as required;
- Coordinate all components of the workshop with UNHCR counterparts and facilitators in order to ensure coherent and smooth workshop implementation;

**Task 2: Delivering and facilitating trainings**

- Facilitate the agreed number of workshops as per the table above, with an agreed backup plan in the event that planned face-to-face workshops are not possible
- Ensure sufficient in-person, on-site pre-workshop and facilitation capacity on behalf of the provider to ensure the smooth progression of the workshop
- Produce the training materials (videos, games, online webinars, colour printing, copying and binding the participant and resource persons' manuals) and transport them to the training location, or make arrangements to print participant and resource persons' manuals locally.

**Task 3: Evaluation, identify areas for strengthening, and make recommendations to further improve subsequent trainings**

- Design and implement a structured and consistent evaluation methodology, based upon an established adult learning evaluation model, for e.g. Phillips ROI or Kirkpatrick. Elements should include ongoing evaluation of strengths and areas for improvement, success of workshop content and format in meeting learning objectives, satisfaction of workshop participants and content owners (security and emergency), and a viable strategy to evaluate impact.
- A brief evaluation report following the completion of each workshop, summarizing participant evaluations and assessing workshop strengths and weaknesses.
- An annual or periodic review meeting will be held with relevant UNHCR personnel as required, to further enhance the overall programme.

**Task 4: Ad hoc support to other training**

In addition to the Emergency Response Team (ERT) roster, UNHCR currently maintains 10 different functional and technical rosters. These include Registration, Supply, Admin/Finance, Human Resources, Interagency Coordination, Information Management, Technical (Cash-Based Interventions, Shelter etc.) and Refugee Status Determination (RSD).

- While the different 'parent' divisions are responsible for training roster members, the contractor may be asked to contribute with existing programme elements of the core trainings to enhance the specialist roster training. At the most, small adjustments to existing content and materials might be required to fit the specialist roster programmes. Such skills/training may relate to generalist themes, such as teamwork, working under stress, and/or relevant policy matters, or inter-agency coordination



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## **2.2 UNHCR Responsibilities**

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- Assume overall responsibility for the content;
- Select the training location and undertake all necessary liaison with the location (bookings, arrangements for rooms, meals);
- Ensure transport to participants and UNHCR resource persons;
- Provide for the accommodation and meals of the facilitator during residential workshops
- Letters of invitation for visas
- Travel reimbursements
- On-site transportation only if security situation requires it

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## **2.3 Add any additional relevant sections for the specific project**

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### ***Additional Deliverables***

- A written evaluation report of each workshop and full copies of all training materials including recommendations will be produced. The report will be discussed with UNHCR counterparts and form the basis for future adjustments to the course.
- Timeframe: 30 days following conclusion of the workshop

### ***Proposed period of contract:***

- 3 years extendable with further 1+1 year

### ***Presentation of Offer***

- Technical Offers must clearly state:
  - which suite of trainings are included in the offer,
  - The strategy and methodology as to how the training would be delivered; and include
  - the number of facilitators required to deliver each training type, and days per training type), including design days, preparatory days, delivery days and post-workshop days.
- The attached form should be used.

### **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:

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#### **3.1 Company Qualifications**

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A description of your company with evidence of your company's capacity to perform the services required, including:

- Specify whether you wish to be considered for Option 1 (the entire training programme) or Option 2 (either the humanitarian emergency management programmes, or the field security management programmes)
- Company profile, registration certificate and last two 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, with contact information and supporting feedback regarding learning activities and similar contracts
- Other relevant evidence that the service provider has demonstrated prior successful experience in providing consultancy services in the area of humanitarian emergency and/or security management training
- Evidence that the service provider has demonstrated knowledge, experience and familiarity with the international humanitarian and security system and structure. including UN policies, practices and operating norms
- Evidence that the service provider has demonstrated experience and ability to conceive and organize training, produce materials, provide contemporary facilitation at highest quality standards, including face to face and online training experience and success, develop and manage interactive exercises and complex field simulations, and conduct evaluations and surveys.
- Evidence that the service provider has demonstrated commitment to gender equity, diversity and inclusion, in their own operations, through their training content and practice, and in their theoretical knowledge of humanitarian response and security, from the perspective of staff and persons of concern

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#### **3.2 Proposed Services**

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- A clear and succinct proposal for delivering the services as outlined, indicating that the training and workshop facilitation addresses the priorities outlined in the RFP
- Examples are given that demonstrate a contemporary understanding of adult learning and the capacity to generate content and methodology that is varied, relevant and uses a variety of techniques and approaches that will engage an evolving workforce

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### **3.3 Personnel Qualifications**

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- A copy of the company organigram, demonstrating that the service provider has personnel diverse in gender, culture and language skills (particularly across two or more of the UN languages), and classifying workforce by level of experience (senior; mid-year; junior staff);
- Qualifications/CV of each individual proposed for facilitation and training development demonstrating:
  - Knowledge and experience in the subject matter treated in the workshops or events,
  - Personal qualities, cross-cultural skills and technical ability to implement such initiatives.
  - Highlight language skills especially relating to capacity in delivering English, French, Spanish, Russian and Arabic
  - Skills and experience in facilitation

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### **3.4 Vendor Registration Form**

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If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex D).

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### **3.5 Applicable General Conditions**

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Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex E) 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 Score
Company Qualifications	<ul style="list-style-type: none"> <li>• Capacity to undertake contract</li> <li>• References</li> <li>• Service provider has demonstrated prior successful experience in providing consultancy services in the area of humanitarian emergency and/or security management training</li> <li>• Service provider has demonstrated knowledge, experience and familiarity with the international humanitarian system and structure, humanitarian crises, and the UN security system, including UN policies, practices and operating norms</li> <li>• Service provider has demonstrated experience and ability to conceive and organize training, produce materials, provide contemporary facilitation at highest quality standards, including face to face and online training experience and success, develop and manage interactive exercises and complex field simulations and conduct evaluations and surveys.</li> <li>• Service provider has demonstrated commitment to gender equity, diversity and inclusion, in their own operations, through their training content and practice, and in their theoretical knowledge of humanitarian response and security, from the perspective of staff and persons of concern</li> </ul>	20 points
Proposed Services	<ul style="list-style-type: none"> <li>• The proposal for training and workshop facilitation addresses the priorities outlined in the RFP</li> <li>• A contemporary understanding of adult learning and demonstrated capacity to generate content and methodology that is varied, relevant and uses a variety of techniques and approaches that will engage an evolving workforce</li> <li>• Demonstrated reference to past successful training delivery would be ideal, including design, delivery and post-delivery evaluation and report.</li> </ul>	30 points

<b>Personnel Qualifications</b>	<ul style="list-style-type: none"> <li>• Personnel have demonstrated high level of skills and experience in emergency and security trainings facilitation</li> <li>• Service Provider has personnel diverse in gender, culture and language skills (particularly across two or more of the UN languages), with demonstrated knowledge and experience in the subject matter treated in the workshops or events, in addition to the personal qualities, cross-cultural skills and technical ability to implement such initiatives.</li> <li>• Personnel have demonstrated high level of training experience, including in transferring information and know-how to participants</li> <li>• Personnel have demonstrated capacity to deliver simulation-type of trainings (on line and residential/face-to-face trainings).</li> </ul>	<b>20 points</b>
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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.

## **5 Key Performance Indicators**

### **5.1 Performance Evaluation**

UNHCR expects to monitor the performance of the selected supplier.

Satisfactory performance will be assessed using the following sources / criteria:

- Standard of satisfaction expressed by participants of workshops
- Feedback from UNHCR counterparts in DESS (ES and FSS) and in GLDC on effectiveness, efficiency, reliability and responsiveness to feedback
- Quality and timeliness of required reports
- Quality of inputs to the development and evolution of the overall training programme

## **6 Annexe 1 Workshop descriptions**

### **1. Workshop on Emergency Management (WEM)**

The WEM is a flagship UNHCR training that has been run continuously since 2002. It is an intensive, highly participatory, residential workshop centred around a simulated multi-functional team response to a humanitarian emergency. The training focuses on orienting participants to the range of roles, responsibilities, accountabilities and authorities of UNHCR staff in an emergency response and provides practical tips, tools, techniques, and skills. It is aimed at a wide range of participants from across the organization who will serve as part of the Emergency Response Team (ERT) roster. This includes senior local staff and international staff at the middle management level.

The training delivery model is evolving and should be a combination of face-to-face workshop, experiential learning through a complex simulation, self-study, including the use of existing e-learning modules, and potentially some online segments or seminars. Through a simulated field situation, the workshop enhances participants' practical readiness to respond to various challenges and incidents they might encounter in an actual emergency. Along with an integrated overview of the various roles that UNHCR staff play in an emergency, the experience should draw out the expectations that UNHCR has regarding the standard at which participants should perform their role. The workshop also incorporates learning sessions on core elements of a response environment, such as field security, first aid, information and communications technology, for example. In combination with the field simulation, the face-to-face training qualifies participants to obtain the UNDSS SSAFE certificate.

#### **Scheduling:**

Depending on the need for ERT deployments, between three to six WEMs will be delivered each year. Each training should last around 6.5 days and include 40 participants. The preferred workshop methodology is face-to-face training, preceded by self-study, including existing eLearning packages, and online webinars for knowledge transfer. Given the recent experience of the pandemic, however, fully virtual WEMs, including the simulation exercises, may be pursued, if it is completely impossible to implement a face-to-face WEM. How to manage this should be considered in the proposal, without the need for a fully funded upfront programme development that may not be used.

#### **Participants:**

In total, approximately 270 participants will receive training throughout the year through a combination of face-to-face and online trainings. The participants will be experienced General Service and National Officers (G-6 and above) to middle managers (at P3 to P4 level). Participants may also include selected staff from UNHCR's standby partners and functional rosters.

A group of four members of UNHCR's Senior Corporate Emergency Roster (SCER) may also participate in each of the WEMs. In this case, they would lead a team of 10 WEM participants each and participate in all sessions, including the simulated field situation. In addition, they would be required to accomplish specific tasks and deal with challenges typical for senior level

managers during emergencies. Using this methodology would be discussed in advance.

**Materials utilized:**

For the WEM, a variety of materials may be required, including:

- Visual aids (PowerPoint, video, others);
- Printed materials (workshop book, handbooks, manuals, handouts);
- Interactive digital tools;
- Field equipment (telecommunications, first aid, security, other);
- Game-based learning and self-paced learning.

**Venue:**

Presently, the face-to-face workshops are hosted by different civil defence agencies in Europe. Depending on language needs and offers received from host governments, venues in other regions may be added to the current list.

Among other elements, the host country/sponsoring agency may provide the workshop venue, accommodation and board for participants, resource persons, financial support as well as training facilities and equipment. It may also be responsible for the practical, hands-on training components, e.g. off-road driving with four-wheel drive vehicles, delivery of basic first aid, negotiating techniques in hostile situations, simple logistics, orienteering and the use of telecoms, administrative support, bus/vehicles to transport participants from/to the airport and during outdoor events, military and civilian personnel to support during the simulation. In the event that the candidate service provider maintains a training centre where face-to-face trainings could be hosted (similar to the above), a relevant offer should be submitted.

The planned timing and location of these workshops are subject to change; therefore, a degree of flexibility is required from the contractor.

**2. Situational Emergency Training (SET)**

The SET workshop is held with field operations at high risk of emergencies. It aims to strengthen and capacitate existing teams to work together to more effectively prepare for and respond to the real-life situations they are facing. The training is directed at UNHCR staff, preferably already with emergency and field experience, affiliate workforce personnel, staff of government and NGO partners, UN and international agencies.

The objective of the SET is to acquaint participants with key emergency planning and management skills in priority areas such as coordination, protection, security and operations. Each workshop runs from three to five days and is attended by 25 to 35 participants. The SET typically develops around a contextualised scenario and generally includes a simulation exercise to test planning assumptions. The course agenda is developed in close collaboration with the requesting field operation, responding to the scenarios and identified capacity gaps. SETs may be residential and online, or a combination of both.

SETs are scheduled on demand and as a result of negotiations with the requesting country operation. There may be typically around up to 3 per year SETs requested per year.

**3. Senior Emergency Leadership Programme (SELP)**



The SELP is a leadership training for members of the Senior Corporate Emergency Roster (SCER); these participants are in senior management positions, typically at the P5/D1 level, and have prior emergency and leadership experience in the field. The SELP aims to prepare these senior colleagues for emergency deployments of up to two months, by refreshing and updating their general, operational and team leadership skills. It draws on the latest thinking on leadership and management and utilizes a variety of assessment and learning methodologies, including, for example, self-study and a personality assessment and session with a certified expert.

SELPs are run less frequently than the WEM, approximately twice per year, and may remain in virtual mode, although a residential, in-person workshop, lasting up to 4.5 days, is not excluded.

#### **4. Emergency Team Leadership Programme (ETLP)**

The ETLP is designed for practitioners across the humanitarian system, including UN member organizations and partner NGOs, and is administered by UNHCR on behalf of the Inter-Agency Standing Committee (IASC). The training aims to enhance the effectiveness of participants in their roles as emergency team leaders in disaster response and humanitarian settings. The ETLP focuses on the leader's emotional intelligence, team leadership, communication, and interpersonal skills in the context of leading diverse and multi-functional disaster and humanitarian response teams. Key themes include leadership self-awareness, situational leadership, influence without authority, win-win negotiation approach, conflict resolution, coaching, delegation and decision-making in emergencies.

All ETLP learning activities, discussions and presentations are contextualized to reflect humanitarian emergency environments, challenges and scenarios. As part of the ETLP, participants complete one or more self-assessment instruments to assess strengths and blind spots related to their leadership of teams. Currently, participants also complete the Hogan Personality Assessment, and receive a personalized one-on-one consultation with a certified Hogan Coach.

Typically, the ETLP lasts 5 days, with approximately 20 participants at mid-management level enrolled in the workshop. The contractor would be required to deliver two ETLPs each year. For more information on the ETLP, please see [Emergency Team Leadership Programme \(ETLP\)](#).

#### **5. Security Management Learning Programme**

The SMLP seeks to ensure that managers are equipped with the specific skills, knowledge, and expertise to deliver on the mandate of the organization while making timely and appropriate security management decisions in line with UNHCR Management Policy and all UNSMS policies, noting the inherent imperatives of organisational duty of care, due diligence, and accountability to and for UNHCR personnel and persons of concern. The SMLP promotes a culture of security fostering a sense of engagement with, and ownership of, security management among senior UNHCR personnel. Additionally, the SMLP aims to enhance managerial capacity to analyse situations proactively and make timely and appropriate decisions on security matters. Participants are expected to demonstrate detailed understanding of their role in the UNSMS generally, and in the security management of their operation

specifically. The SMLP is designed for UNHCR senior and mid-level managers (Representatives, Deputies, and Heads of Offices) who have clearly assigned security responsibilities/accountabilities, with specific emphasis on those based in high-risk operations.

Contents of the SMLP are framed around the following: i) UNHCR Security Policy, ii) UNSMS Security Frameworks/Policy, iii) Security Risk Management Processes, iv) Security Planning, v) Security Budgeting and Resource Management Issues, vi) Critical Incident Management and Response, vii) Security of PoCs to UNHCR, viii) Partnerships with host governments, and with UN Agencies, NGOs, Military Forces....), Acceptance Strategies, ix) Programme Criticality and Continuity of Operations, x) Duty of Care. Concrete outcomes of the SMLP include a greater understanding of security risk management practices, how to apply this understanding to the UNSMS, conjoined with the ability to develop security risk management strategies that enhance operational effectiveness.

Based on the existing SMLP content, any requisite modification needs to be in line with the UNSMS/UNHCR policy, thus the following requirements

- Revise and modify based on organisational evaluations /and participant evaluations and to ensure it meets the requirements
- Develop/design original materials for the SMLP in consultation with FSS - content owner. GLDC to provide technical guidance ensuring consistency with organisational learning and training requirements
- Design micro-learnings using different approaches for self-paced learning.
- Develop content for webinars that will have interactive activities to demonstrate learning objectives. Develop visual aids and materials that can be used for both virtual training as well as adapted for face-to-face
- Where required organise and support in person sessions that will ensure practical application of security risk management tools that will incorporate simulation or appropriate tabletop exercises using gamification to test all components

## **6. Security Capacity Development Activities**

Security Capacity Development Activities (SCDA) are designed for Field Security Service personnel aimed in the first instance at developing their abilities to deliver in terms of core organisational mandate with regard to duty of care for the safety and security of all UNHCR personnel, persons of concern, eligible dependents, and Implementing Partners under the Saving Lives Together Framework (SLT). Conjoined with this against a security backdrop, UNHCR's ability to provide protection and assistance to persons of concern is highly dependent on the level readiness of the workforces to deliver and respond in volatile and high-risk security situations. The objective of the programmes will be to ensure that FSAs have the appropriate: i) technical expertise, conceptual understanding, practical application of security risk management as determined by the UNSMS and UNHCR security management policy, ii) Capacity to proactively assess and analyse future and possible risks, iii) Communication skills to articulate ideas, persuade others, and iv) Understanding of UNHCR's mandate and purpose, and contribute to the delivery of same. Focus will be given not only to knowledge, but also skills that participants of this programme are expected to demonstrate, Methodologies used should support agile and innovative approaches and encourage continuous learning and be in alignment with the capability model framework. Contents of the courses would ensure alignment with those of the UNSMS – SCP, FSA, PSU, SAPP while also covering

specific topics that UNHCR has earlier required dedicated FSA workshops on, inclusive of: Communications, Analysis, Blast Assessment, FSA role in SH/PSEA, Civil-Military Coordination, Hostage Incident Management (HIM), Womens' Security Awareness Training (WSAT) ToT, and Person-Centred Approach to Security. The objective of the programmes will be to ensure that FSOs have the appropriate: i) technical expertise, conceptual understanding, practical application of security risk management as determined by the UNSMS and UNHCR security management policy, ii) Capacity to proactively assess and analyse future and possible risks, iii) Communication skills to articulate ideas, persuade others, and iv) Understanding of UNHCRs mandate and purpose and contribute to the delivery of same These learning ecosystems simultaneously seek to futureproof the FSS workforce consolidating their abilities to achieve the highest possible performance, fostering a culture of continuous learning, career growth, engagement, training performance development, knowledge sharing and innovation.

Based on FSS requirements to ensure that security personnel have all the requisite skills to meet their various grades and job descriptions

- Develop an interactive mapping tool for monitoring the training and learning of FSAs which can be used for career planning and development of the security workforce.
- Revise and modify materials based on organizational evaluations /and participant evaluations Develop and design original materials where there is presently a gap in content. In consultation with FSS (content owner) while GLDC will provide technical guidance ensuring consistency with organizational learning and training requirements Design micro-learning for identified security workforce using different approaches for self-paced learning
- Develop content for webinars that will have interactive activities to demonstrate learning objectives.
- Develop visual aids and materials that can be used for both virtual training, self-paced learning as well as adapted for face to face
- All security learning and training to be consistent with UNSMS requirements, while ensuring consistency with the security management principles of UNHCR.
- Where required organize and support in person sessions that will ensure practical application of security risk management tools that will incorporate simulation or appropriate tabletop exercise using gamification to test all components.