



**REQUEST FOR PROPOSAL
RFP_2017_04**

Subject: Call for ROSTER –Organizational Change Consultants

1. The United Nations System Staff College (UNSSC), hereby solicits your proposal for the above subject, in accordance with this document and annexes attached hereto. Proposals must be received by the UNSSC no later than 31st May 2017.

2. This request for Proposal (RFP) consists of this document and the following annexes:

Annex A: Terms of Reference

Annex B: Terms and Conditions to Submit a Proposal

Annex C: Evaluation Criteria

3. Your proposal must include information in sufficient scope and detail to allow the Staff College to consider whether the proposer has the necessary capability, experience, knowledge, expertise and the required capacity to perform the work specified satisfactorily.

4. The UNSSC reserves the right to request from vendor's additional information regarding their commercial activities, history and resources.

5. Your technical and financial proposal must be submitted via email to procurement@unssc.org

6. Please note that the Staff College has VAT exemption status and can provide documentation for same. Hence, your pricing should take this status into account and be presented net of VAT.



ANNEX A – Terms of reference

Background information

The **UN System Staff College (UNSSC)** and UNDP have partnered to establish and manage the UN Lab for Organizational Change and Knowledge (**UNLOCK**). **UNLOCK** has been operational since early 2016 and delivers advisory services related to organizational change management.

The UNLOCK's main objective is to develop the capacity of the UN system to manage change. It also facilitates networking, supports existing multi-stakeholder networks of change agents and develops knowledge products, including case studies.

For more information about UNLOCK please visit: <http://www.unssc.org/featured-themes/united-nations-laboratory-organizational-change-and-knowledge-unlock/>

The purpose of this RFP is to identify suitably qualified consultants who would be interested in being included in a Roster of experts on Organizational Change Management. Our interest is to identify consultants that are committed to UN's values and care about making UN organizations more relevant, effective and efficient in the context of the broader sustainable development agenda.

Rostered consultants can be contracted for specific assignments as described below. Inclusion in the roster does not represent a contractual commitment with UNSSC. Each specific engagement will be the subject of an individual or separate contract according to the UN Rules and Regulations

Deliverables

Rostered consultants can be expected to work with the UNLOCK staff on assignments and, possibly, lead assignments related to all aspects of organizational change management within the UN system. Assignments will vary in duration and may include travel.

The duration of assignments may vary from short 3-5 strategic planning facilitation assignments to longer-terms change management and organizational design missions and research pieces.

Due to the client-driven nature of the UNLOCK engagement, the scheduling and frequency of missions and (home based) assignments cannot be foreseen. Every effort will be made to accommodate all parties involved. Travel usually takes place over weekends. Daily Subsistence Allowance (DSA) will be provided in accordance to UN rules for all working days in-country. No DSA will be provided for travel days.

Examples of engagements include but are not limited to the following:

- **Strategic positioning analysis and advice**, e.g. related to comparative advantage, partnerships, vision, mission and values;
- **Change management process advisory services** on alignment of office/unit functions, structure, services and resources with the overall strategy, positioning and resource outlook;
- **Change implementation advice and/or change implementation accompaniment** taking into account cultural elements, resistance to change, incentives for cross-cutting collaboration, project management realities, etc.;
- **Advice on and/or implementation support during organizational change processes** in order to empower staff members and reinforce more effective leadership and management practices;



- **Design and facilitation of (executive) team interventions and (strategic) retreats** related to organizational transformation;
- **Support to change management training and learning interventions;**
- **Participation in UNLOCK work planning** and ongoing positioning discussions upon request;
- **Development of case studies**, position papers and trend analysis and support for UNLOCK network building and strengthening.

Requirements and Skills

Consultants should possess the following qualifications:

1. University degree at Masters Level (or above) in organizational design, public administration, business administration, social sciences or other related disciplines.
2. Minimum 15 years of relevant work experience. Previous experience providing change management advisory services /accompaniment of organizational change to UN entities is an advantage.
3. Solid demonstrated experience with organizational change management, including real participatory methodologies.
4. Solid experience with facilitation and process design, including methods such as appreciative inquiry; design thinking and foresight methodologies.
5. Fluency in English is required.
6. Fluency in other UN languages, particularly French, Arabic and/or Spanish is an asset.
7. Excellent English writing and speaking skills. Fluency in Spanish and/or French is an asset.
8. Strong technical and analytical capabilities.
9. Experience with multilateral organizations, preferably, the UN.



ANNEX B – Terms and conditions to submit a proposal

Submission of Proposals

Proposals must be submitted in English and shall be expressed in the form described in the table below:

PRE-REQUISITE	<u>For individual applicants</u>	<i>Please provide a comprehensive CV or a P11 form (UN CV form) clearly identifying the experiences that demonstrate expertise in the thematic areas described above. The P11 form can be found at (http://www.unssc.org/home/sites/unssc.org/files/p11un.doc).</i>
	<u>For companies</u>	<i>Please provide company profile (max 2 pages) clearly identifying the experiences that demonstrate expertise in the areas described above. Please submit a maximum of 3 – 5 CV's of individual consultants that meet the profile and experience criteria. The roster will apply only for the individual consultants listed.</i>
TECHNICAL PROPOSAL		<i>1. Please provide a brief presentation (max 1 page) highlighting the thematic areas in which you have specific expertise</i>
		<i>2. Please provide a brief presentation (max 1 page) describing your relevant organizational change and facilitation methodology</i>
		<i>3. Please provide related assignment references in support of the quality of your work (max. 10)</i>
FINANCIAL PROPOSAL		<i>Please provide your daily fee expressed in USD for each listed consultant PLEASE SPECIFY THE VALIDITY OF YOUR FINANCIAL OFFER.</i>

Proposers must provide all information required under this RFP and clearly and concisely respond to all points set out in this RFP. Any proposal which does not fully and comprehensively address this RFP may be rejected. However, unnecessarily elaborate brochures and other presentations beyond those sufficient to present complete and effective proposals, are not encouraged.

Following submission of the proposals and final evaluation, the College will have the right to retain unsuccessful proposals. It is the proposer's responsibility to identify any information of a confidential or proprietary nature contained in its proposal, so that it may be handled accordingly.

No Commitment

This RFP does not commit the UNSSC to consider any proposal, to award a contract or to pay any costs incurred in the preparation or submission of proposals, or any costs incurred in making necessary studies for the preparation thereof, or to procure or contract for services or goods.



This RFP contains no contractual proposal or offer of any kind; any proposal submitted will be regarded as an offer by the proposer and not as an acceptance by the proposer of any proposal or offer by the UNSSC. No contractual relationship will exist except pursuant to a written contract document signed by the authorized official of the Staff College and by an authorized officer of the successful proposer(s).

Criteria for inclusion in the Roster

All proposals will be evaluated in accordance with the evaluation criteria specified in Annex C. The successful candidates (individual or companies) will be included in a roster, which will enter into force on the date of reception of UNSSC letter of acknowledgement. Inclusion in the roster is not limited in time. However, individual and companies who wish to modify their initial financial proposal, must re-submit their offer which will be evaluated according to the original evaluation criteria set up for inclusion in the roster.

Each specific engagement will be the subject of an individual or separate contract according to the UN Rules and Regulations.



ANNEX C - Evaluation Criteria

Criteria for inclusion in the roster are described in the table below.

PRE-REQUISITE	Excellent writing skills
TECHNICAL PROPOSAL (max 100 points)	Previous experience in similar projects (min 10 points max 20 points)
	Suitability of the methodology proposed (depth, clarity, completeness and techniques to engage participants) (min 25 points max 50 points)
	Quality of references presented (min 5 references) (min 15 points max 30 points)
FINANCIAL PROPOSAL	<i>For the purpose of the inclusion in the roster, UNSSC will considered technical proposals only. Financial proposals will be taken into consideration at the time of each specific contractual engagement.</i>