



REQUEST FOR PROPOSAL RFP_2017_09

Subject: Program Instructor for “Management Skills for New Managers” training course

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 **12 September 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. Your technical and financial proposal must be submitted via email to procurement@unssc.org
5. **You are kindly requested to acknowledge receipt of this RFP.**

ANNEX A –Terms of Reference

Program Instructor for “Management Skills for New Managers” training course (Budapest, 16th October – 30th November 2017)

BACKGROUND

The Learning Lab of the UN System Staff College has been given the mandate to create and deliver a blended learning program for First Time Managers at the UNICEF Global Shared Service Centre (GSSC). Shared Service Centres are the future backbones of operations at the UN considering the focus in efficiency and innovation.

The course is intended for the UNICEF GSSC staff (across multiple levels) who are managing large teams with a UN Shared Service Environment for the first time.

COURSE OVERVIEW

This course focuses on basic Management Principles that are applicable in a shared service environment. The course seeks to equip First Time Managers with the tools and skills to balance management of work and leading teams. The course takes place over 6 weeks in a blended format covering Face To Face (FTF) as well as self-paced sessions. The course also includes a team project and multiple individual projects. For the FTF sessions, two batches will run on the same day consisting of about 25 participants each.

Draft Outline of the Course

Week 1 3 hours	Week 1 3 - 4 hours	Week 2 3 - 4 hours	Week 3 3 - 4 hours	Week 4 3 hours	Week 5 2 hours	Week 6 4 hours (day 1 of 2 day workshop)	Week 6 4 hours (day 2 of 2 day workshop)
FTF Group Session	FTF Group Session	Instructor-supported online module	Instructor-supported online module	Instructor-supported online module	Team Project	FTF Group Session	FTF Group Session
The Role of a Manager	Planning and Organizing work	Managing Self (Leadership)	Building the Team (Leadership)	The Performance Side of Management (Control)	Project on Evaluating Performance	The Performance Side of Management (Control)	The People Side of Management (Leadership)
<ul style="list-style-type: none"> Pre-work: Situation Reflection The UNICEF GSSC Vision The GSSC as a for-profit organization (the more we save, the more children that profit) Role of a Manager + Intro to the POLC framework for Management Next Steps of the Program 	<ul style="list-style-type: none"> Understanding Planning and Organizing Bottom up and top down work estimation and resource planning Managing risks 	<ul style="list-style-type: none"> Emotional Intelligence (Goleman's model) Managing Self (time and stress management) 	<ul style="list-style-type: none"> Getting to know your team (personality vs. Culture) Team building Team motivation and engagement 	<ul style="list-style-type: none"> Tangible and in-tangible indicators of performance Tangible indicators of performance – analysing data 	<ul style="list-style-type: none"> Using available and gaps in data to conduct informed analysis Gathering data Differentiating qualitative and quantitative performance 	<ul style="list-style-type: none"> Having performance conversations Developing teams (Coaching) 	<ul style="list-style-type: none"> Having difficult conversations Conflict Management Bringing it all together – Short Case Discussion

Deliverables:

The instructor is expected to understand the UN and UNICEF GSSC context and mould their delivery to the needs of the audience.

Specifically, the instructor is required to:

1. Satisfactorily deliver the program content as designed and envisioned by the Design Team
2. Provide inputs on improvement of content if any
3. Provide insights from previous experience during instruction to provide ideas on application of concepts
4. Timely respond to queries and discussion forums
5. Timely evaluation of assignments

ACCOUNTABILITY AND WORK SETTINGS

The consultant will be accountable to the Course Coordinator and UN System Staff College.

Payment will be made after the completion of the assignment, including the submission of post-event feedback, upon submission of the travel claim and the completed evaluation form for payment of professional fees.

QUALIFICATIONS

- Min 5 years of experience working at/with Shared service centres (preferably corporate ones)
- Min 10 years of total experience
- Experience with facilitating Leadership Development programs at least at the middle management level
- Strong interpersonal skills
- Experience working in a multicultural context
- Experience with managing teams

LANGUAGE

The language of the assignment is English.

Duration of contract

6 working days over the course of 6 weeks beginning 16th October, 2017.

LOCATION

The Consultant should be based in Budapest, Hungary

ANNEX B – Terms and conditions to submit a proposal

Submission of Proposals

Proposals must be submitted in English and shall be comprised of:

PRE-REQUISITE	<u>For individual applicants</u>	Please provide a comprehensive CV or a P11 form (UN CV form) The P11 form can be found at (http://www.unssc.org/home/sites/unssc.org/files/p11un.doc).
	<u>For companies</u>	Please provide company profile (max 2 pages)
TECHNICAL PROPOSAL		1. Please provide a brief summary of previous training programs delivered, level of audience, range of topics, etc.
		2. Please provide a brief description of the approach the consultant would adopt for the specific audience. A video of previous facilitated sessions would be helpful
FINANCIAL PROPOSAL		Please provide your daily fee expressed in USD

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 Staff 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. The UNSSC reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any of the proposers or other firms in any manner deemed to be in the best interest of the Organization.

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 Evaluation

All proposals will be evaluated in accordance with the provisions of the UN Financial Regulations and Rules and established procedures of the UNSSC, and the evaluation criteria specified in Annex C.

Payment Terms

The UN Financial Regulations and Rules preclude advance payments or payment by letters of credit. Such provisions in a proposal will be prejudicial to its evaluation by the UNSSC. The normal terms of payment by the UNSSC are 30 (thirty) days (or similarly discounted payment terms if offered by proposers) upon satisfactory performance of services, acceptance thereof by the UNSSC and certification by the UNSSC of the contractor's invoice. Proposers must therefore clearly specify in their proposals the payment terms being offered.

Validity of Proposals

All Proposals shall remain valid and open for acceptance for a period of at least 30 days from the designated closing date indicated for receipt of proposals in this RFP. Proposers must confirm in their proposal that it will remain valid for this period. Once a proposal has been accepted during this period, the prices quoted in the proposal must remain unchanged for the entire period of the resulting contract unless otherwise specified in this RFP or unless the UNSSC agrees otherwise in writing.

Rejection of Proposals

The UNSSC reserves the right to reject any proposals that, inter alia:

- i. are received after the deadline stipulated in the RFP;
- ii. are not properly marked or addressed as required in the RFP;
- iii. are unsolicited;
- iv. contain an alternate proposal; or
- vii. are not otherwise in compliance with the RFP.

Ethical Standards

All UN vendors shall adhere to the highest ethical standards, both during the procurement process and throughout the performance of a contract.

Copyright

The UNSSC shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks, with regard to material, which bears a direct relation to, or is made in consequence of, the services provided to the Organization by the vendor.

At the request of the United Nations, the vendor shall assist in securing such property rights and transferring them to the Organization in compliance with the requirements of the applicable law.

By submitting an offer to this request of proposal the vendor accepts the copyright conditions set in the paragraph above.

ANNEX C - Evaluation Criteria

The offers will be evaluated on the basis of the evaluation criteria set in the table below:

TECHNICAL PROPOSAL	Substantive experience in the area of shared service centres	15%
	Substantive understanding of leadership training and related management topics	15%
	Substantive experience with facilitation and instruction of programs	30%
TOTAL TECHNICAL PROPOSAL		60% of total score
FINANCIAL PROPOSAL		40% of total score