



REQUEST FOR PROPOSAL

RFP_2019_06

Subject: Development of a cultural assessment tool

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 **3 May 2019**.
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 UNSSC 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.**

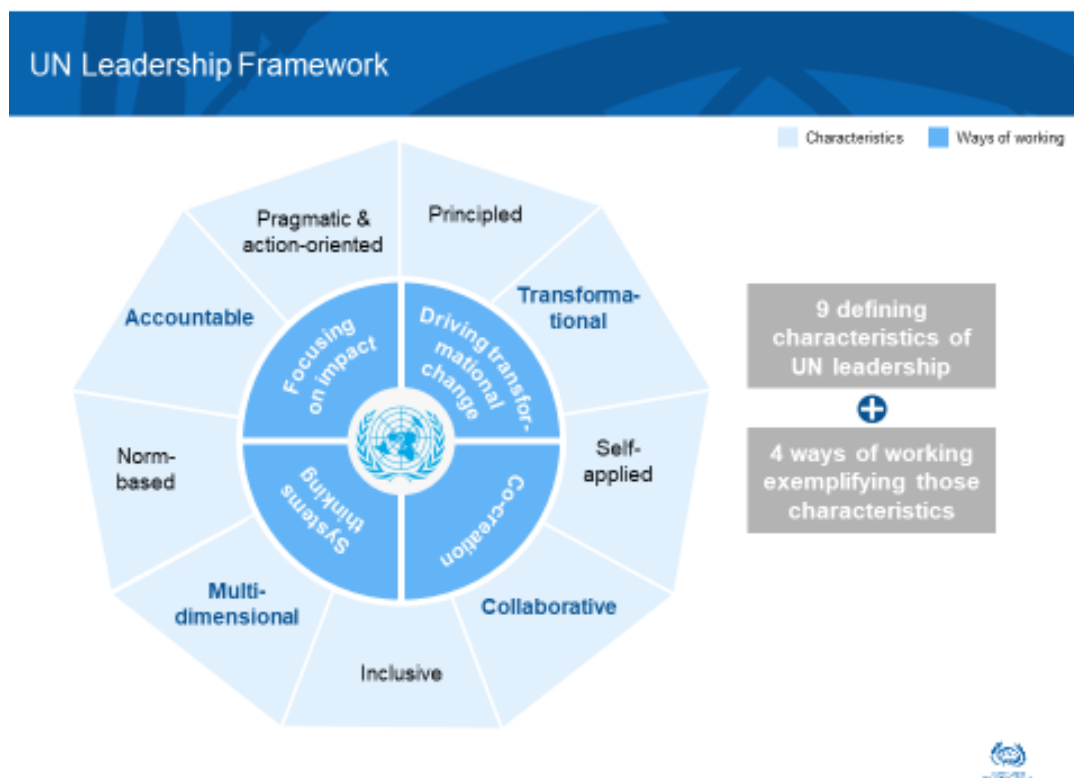
ANNEX A – Terms of Reference

Background:

Based in Turin, Italy, the UN System Staff College (UNSSC) has been running courses and delivering learning initiatives to United Nations (UN) personnel for more than fifteen years, reaching on average 10,000 beneficiaries across the globe every year. Through its programmes and services, the UNSSC aims to support United Nations organizations and their staff to develop the skills and competencies needed to meet the global challenges faced by the UN.

The UNSSC experiments with different methodologies to meet the leadership and management related needs of its audience. It is now experimenting with a new way of assessing the culture of the UN staff via a vis the United Nations System Leadership Framework (UNSLF).

The Framework is applicable to all personnel of the UN system and defines what it means to be a leader within the UN. The framework is composed of nine (9) defining characteristics¹ of UN leadership and four (4) ways of working² exemplifying these leadership characteristics (hereafter referred to as the “9+4”). This vision for leadership has been endorsed by the Steering Group and Chief Executives Board for Coordination in April 2018.



The UNSSC hopes that this common leadership framework could be a platform for driving behavioral change in the UN, within and alongside the broader UN reform efforts underway. As such, an assessment tool that will help benchmark and measure the UN’s leadership and management culture is needed to help with driving this change.

The main goal of the tool is to provide UN agencies with a measurement tool to define a baseline of what is working well and less well in accordance with the UNSLF, and have the ability to re-measure it later. The information collected should feed into leadership, management, and change programs. The

¹ Principled, Transformational, Self-applied, Collaborative, Inclusive, Multi-dimensional, Norm-based, Accountable, and Pragmatic & action-oriented

² Driving transformational change, Co-creation, Systems thinking, Focusing on impact

main focus is the organizational culture, with also an assessment of leadership and management norms and practices, both at the unit/department and organizational levels.

Expected Deliverables:

Deliverable 1

- **Development and delivery of an action plan and dedicated assessment survey tool** (approximately 40-50 questions). The development of the assessment tool will require conducting and validating research on how the UNSLF could be operationalized to drive organizational culture change by identifying relevant behaviors and management practices, as well as corresponding measurable indicators, drawing from the Parties' (Vendor and UN) expertise in the elements defining the key characteristics of UN leadership and organizational health practice and tools, respectively. The survey should be empirically valid and reliable and hold up to scrutiny.
- **Development and launch of a supporting web-based environment** that provides the analysis and reporting of results. Data captured by the tool in this web-based environment should be separated from other data collected from different sources. The tool may be hosted either by the UNSSC's or by the vendor's servers, including cloud server. Should the tool be operated from the vendor's server, data security and privacy shall be fully guaranteed.
- **Piloting phase** to refine and develop the final instrument based on 2-3 pilots of the survey and then piloting of the tool, analysis, and reporting of the results. Once the piloting phase and modifications have been completed, there should be an official endorsement of the final product for onward progress to Deliverable 2.

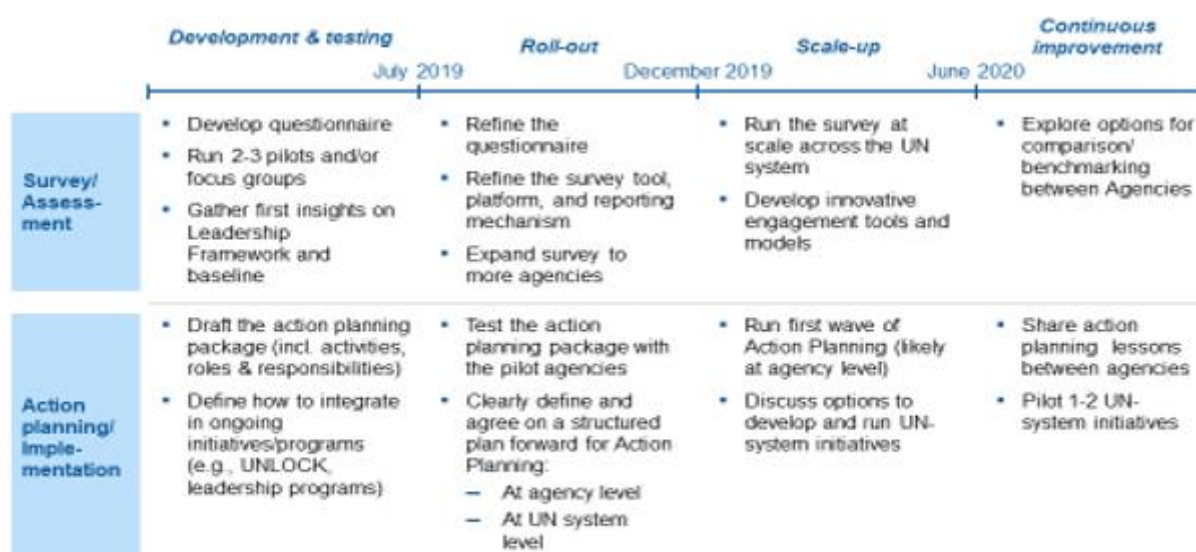
Deliverable 2

- **Administration of the on-demand assessment product** to cohorts of 20-500 persons at a time, for a population of up to an estimated 4,000 persons per year.

Optional Services

- 1-2 h webinar session to debrief clients on results of the assessment;
- Co-facilitation of the client debrief

Figure 1: Provisional timeline, to be confirmed



Required skills:

- Proven expertise with designing, developing, and administering assessment surveys and tools using empirically sound and validated approaches
- Demonstrated ability to develop web-based platforms which facilitate the administration, analysis, and reporting of assessment results
- Successful project management expertise for similar projects, particularly in the areas of leadership, management, and assessment tool development
- Over 15 years of experience in this area
- A minimum of 3 references supporting the above

Work Assignment:

The selected vendor will be contracted for this specific project. Any additional projects and work will require a second contract can be instated subject to satisfactory performance appraisal of this contract.

Location and supervision:

Considering the nature of the work, the successful candidate could be based anywhere on the globe, however, would need to be conversant in English in order to coordinate with the Learning Portfolio Manager. Within reasonable limits, the selected vendor may need to also make themselves available for review discussions during the working hours of the Turin office (9 am – 6 pm Italy, i.e. GMT +2).

The selected vendor will report to the UNSSC Learning Portfolio Manager in charge of this project. The selected vendor may also be required to interact with other members of the UNSSC or other UN organisations on issues related to specific deliverables of the assignment.

ANNEX B – Terms and conditions to submit a proposal

Submission of Proposals

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

<p>1. DULY COMPLETED, UPDATED AND SIGNED CV / P11 or COMPANY PROFILE</p>	<p><u>For individual consultants:</u> please provide a comprehensive CV or a P11 form (http://www.unssc.org/home/sites/unssc.org/files/p11un.doc)</p> <p><u>For companies:</u> please provide a detailed company profile, including key areas of expertise, experience in learning and development, office locations, other relevant experience.</p>
<p>2. TECHNICAL PROPOSAL</p>	<p>Please provide a brief presentation (max 2 pages) highlighting your expertise in designing, developing, and administering assessment surveys and tools.</p> <p>Please also provide samples of past projects, preferably in the areas of leadership, management, and assessment tool development.</p> <p>Please provide a description of the approach and methodology that you intend to adopt to develop the assessment tool to measure the UN's leadership and management culture.</p> <p>Please provide related references in support of the quality of your work (minimum 3 - maximum 6)</p>
<p>3. FINANCIAL PROPOSAL</p>	<p>The financial proposal should be submitted in a separate document and include the following fees separately:</p> <ol style="list-style-type: none"> 1) Fees to complete Deliverable 1: development of an assessment tool and supporting web-based environment, as well as piloting phase. 2) Fees for the administration of the assessment tool: please indicate clearly fixed and variable costs, including where applicable different brackets of prices on the basis of the number of persons that will be assessed. 3) Fees for optional services, namely <ol style="list-style-type: none"> a) Fees for a 1-2 h webinar session to debrief clients on results of the assessment; b) Per diem fees of one consultant co-facilitating the client debrief.

- **Please indicate cost in USD**
- **Please do not include travel costs**

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. 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 UNSSC 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 and oblige UNSSC 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 UNSSC 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. contain an alternate proposal; or
- vii. are otherwise not 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 materials which bears a direct relation to, or is made in consequence of, the services provided to the Organization by the vendor.

To the extent that such materials consist of any intellectual property of the vendor: (i) that pre-existed the performance by the vendor of the services, or (ii) that the vendor may develop or acquire, or may have developed or acquired, independently of the performance of the services, the vendor shall grant to the UNSSC a perpetual license to use such materials.

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 based on the evaluation criteria below:

TECHNICAL PROPOSAL (evaluated through the brief note presented)	Expertise in the field of developing assessment tools/surveys and quality of previous projects	20% of total score
	Suitability and quality of the approach and methodology proposed	30% of total score
	Quality of references submitted	10% of total score
	TOTAL TECHNICAL PROPOSAL	60% of total score
FINANCIAL PROPOSAL		40% of total score