



**REQUEST FOR PROPOSAL
RFP_Roster_5**

Subject: Call for ROSTER – Online Moderators

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 submitted to the UNSSC **before 20 August 2021 at 23:59 (UTC + 2)**. Kindly note that the evaluation of proposals may occur on a rolling basis.
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
 - Annex D: Topics of Interest
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 vendors additional information regarding their commercial activities, history and resources.
5. Your technical and financial proposal must be submitted via email to procurement@unssc.org. Non-compliant offers with the terms stated in this document and its annexes may be rejected without any evaluation.
6. Inquiries and clarifications concerning this RFP, along with changes or modifications to the proposals must be submitted before the deadline via email to procurement@unssc.org.
7. **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.**
8. **You are kindly requested to acknowledge receipt of this RFP.**



ANNEX A – Terms of Reference

BACKGROUND INFORMATION

The **UN System Staff College (UNSSC)**, based in Turin, Italy, has designed, developed, delivered and evaluated learning courses, programmes and initiatives dedicated to United Nations (UN) personnel for over a decade, reaching on average 7,000 participants 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 course participants are staff in UN organizations. They have a broad range of backgrounds, professional levels and expertise. They are also of a wide range of nationalities and cultural backgrounds, and serve in different duty stations across the globe. For more information about UNSSC offerings on the workshops / courses / programmes, please visit: www.unssc.org.

The **Knowledge Centre for Leadership and Management (KCLM)** is an essential team within the UNSSC, specialized in training on management, leadership, and innovation. It applies learner-centred design, case-based learning, and social learning approaches in its design of programmes, to ensure that the learning content is highly relevant, and that UN managers are trained to 'think like experts'. The KCLM is currently designing online, face-to-face, and blended learning programmes aimed at improving management skills of UN middle and senior managers.

The blended learning programmes usually consist of three phases:

- Moderated online learning;
 - Often including instructor-led live Webinars, self-paced activities, and moderated online discussion fora.
- Coaching and a 360° Assessment; and a
- Residential or Online Workshop.

For the purposes of this RFP, the KCLM is seeking Online Moderators with the experience and insight to moderate online discussions in the following areas:¹

- People Management
- Performance Management
- Communication
- Partnership Building
- Strategic Planning
- Executive Decision-making
- Financial Resources Management
- Innovation
- Change Management
- Project Management
- Diversity, Equity and Inclusion
- Team Development
- Leadership in the UN

Please refer to Annex D for sub-topics of interest under each area above.

¹ Annex D provides additional information of areas of expertise



DELIVERABLES

Online Moderators will manage participants' online activities including discussion forums, live chats and assignment submissions. The goal is to encourage participation and discussion online, and therefore enhance participants' learning outcomes.

The online portion of the management programmes usually lasts for two to three months, including one Webinar per week. Online Moderators can work remotely, as long as they can ensure timely responses to participants. Please note that Online Moderators are different from Resource Persons and do not need to design or deliver course content or Webinars. However, they will be heavily encouraged to contribute to the Webinars ensuring continuity of learning from online discussions into synchronous learning. Moderators seek to facilitate online activities; engage online discussions; and stimulate online participation.

Online Moderators' responsibilities include, but are not limited to:

- 1) Deciding on reflection and post-Webinar discussion questions for participants to address online, considering relevance to the UN and the leadership interview for each Module, as well as Resource Persons' teaching content and suggestions;
- 2) Monitoring the discussion forum and responding to participants' postings in a timely manner (within 12 hours) to encourage participation and provoke deeper thinking;
- 3) Writing a weekly summary of online discussions and queries, and debriefing Resource Persons and the UNSSC team through meetings and/or emails;
- 4) Sharing highlights and summary of the online discussions and providing further inputs in Webinars, where applicable;
- 5) Compiling action-oriented suggestions from participants for applying learning;
- 6) Suggesting additional references, where applicable;
- 7) Tracking participants' online participation, where applicable;
- 8) Managing gradebook by tracking participants' online participations, where applicable;
- 9) At the end of the online component, compiling summaries, key issues and comments on each topic and making suggestions to the UNSSC team on workshop focus and facilitation;
- 10) Reviewing the online component delivery with the UNSSC team and providing further suggestions, with a particular focus on ways to improve action learning.

REQUIREMENTS AND SKILLS

Online Moderators should possess the following qualifications:

1. Master's degree or enrolment in doctoral studies in humanities, social sciences, management and related topics is required;
2. Excellent written and spoken English. Ability to communicate in writing in other UN Official Language(s) is desirable;
3. Rich experience in teaching or managing online learning is highly desirable;
4. Excellent technological skills are required;
5. Online course moderation experience is highly desirable;
6. UN experience is an asset.



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>Individual applicants</u>	<ol style="list-style-type: none"> 1) Please provide a comprehensive CV or a P11 form (UN CV form) clearly identifying the experiences that demonstrate expertise in community management and moderation of online activities. The P11 form can be found at http://www.unssc.org/sites/unssc.org/files/p11un.doc 2) Please provide a motivation letter
	<u>Companies</u>	<ol style="list-style-type: none"> 1) Please provide company profile clearly identifying the experiences that demonstrate expertise in community management and moderation of online activities. 2) Please provide a motivation letter
TECHNICAL PROPOSAL	<u>All Applicants</u>	1) Please provide a list of online activities/courses that you have managed
		2) Please provide feedback reviews on your online moderation. It can be students evaluations and/or 2 reference letters.
FINANCIAL PROPOSAL	<u>All Applicants</u>	<ul style="list-style-type: none"> • Please indicate your daily fee expressed in USD, excluding VAT. • The daily fee shall not distinguish between research or delivery. • PLEASE SPECIFY THE VALIDITY OF YOUR FINANCIAL OFFER.

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).

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
- iv. 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.

The award of the contract pursuant to the terms stated in this proposal, including its annexes, is subject to the United Nations General Conditions of Contracts (UNGCC). The applicable text of the UNGCC is available at the following address: https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/general_condition_services.pdf

Any reservation or comments concerning the content of the UNGCC applicable to the contract awarded under the terms and conditions of this proposal must be included in the proposals. The absence of any reservation or comments will be considered by the UNSSC as acceptance of all the terms stated in the applicable UNGCC. Such terms include the regulation of the intellectual property rights, including but not limited to patents, copyrights, and trademarks, which are the result, directly or indirectly of the services provided to the UNSSC by the Vendor specified in this document, including its annexes

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	Fluency in English	
TECHNICAL PROPOSAL	Experience in similar projects	20%
	Experience in facilitation of online communities and/or thematic discussion groups	30%
	Experience in facilitation of learning activities with a UN audience	10%
FINANCIAL PROPOSAL		40%

Annex D – Areas of Expertise

For the purposes of this RFP, the KCLM is seeking Online Moderators with the experience and insight to facilitate online discussions and learning activities in any of the following areas:

Areas of Expertise	Objectives of the Module
<i>People Management</i>	<p>By the end of the People Management Module, participants should be able to:</p> <ul style="list-style-type: none"> • Manage energy to sustain high performance and well-being • Discuss Emotional Intelligence: the key to effective leadership • Support others to make progress: the most important thing you can do as a manager. • Outline the importance of Inclusion: there's more to each team member than meets the eye • Integrate psychological safety: the most important element of team effectiveness • Create effective working relationships with superiors through managing up • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Performance Management</i>	<p>By the end of the Performance Management Module, participants should be able to:</p> <ul style="list-style-type: none"> • Outline strategies for making performance management matter (rather than simply taking up time) • Conduct effective performance dialogues • Address under-performance • Improve learning and career development - for staff and the self • Effectively coach employees • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Communication</i>	<p>By the end of the Communication Module, participants should be able to:</p> <ul style="list-style-type: none"> • Communicate a vision to staff effectively • Use storytelling to increase motivation and commitment • Plan interactive communication strategies • Listen actively to staff feedback • Delegate effectively • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Partnership Building</i>	<p>By the end of the Partnership Building Module, participants should be able to:</p> <ul style="list-style-type: none"> • Outline the partnership process • Manage conflict constructively • Effectively negotiate with partners

	<ul style="list-style-type: none"> • Discuss strategies for dealing effectively with cultural differences • Build trust and maintain long-term relationships with key stakeholders • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Strategic Planning</i>	<p>By the end of the Strategic Planning Module, participants should be able to:</p> <ul style="list-style-type: none"> • Define both strategy and strategic planning • Explain the difference between planned strategy and emergent strategy - understand the importance of shared values and flexibility • Set aspirations - Mission, Vision, Values • Undertake a Situation Analysis using both external and internal analysis tools • Establish long term objectives using a Strategy Map • Generate, Evaluate and Choose between Strategic Initiatives • Develop Strategic Performance Measures: SMART objectives • Identify and manage Strategic Risks - Contingency Planning • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Executive Decision-making</i>	<p>By the end of the Executive Decision-making Module, participants should be able to:</p> <ul style="list-style-type: none"> • Outline some of the pitfalls of intuitive (“go with your gut feeling”) decision making. • Utilise mental checklists when tackling a range of different types of decision problem. • Employ simple practical processes to help improve decision processes. • Define the linkage between better decision making processes and broader management objectives • Analyse the wide range of views that different stakeholders may have about a decision • Encourage transparency and accountability among decision makers • Align choices with ethical standards and underlying values. • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Financial Resources Management</i>	<p>By the end of the Financial Resources Management Module, participants should be able to:</p> <ul style="list-style-type: none"> • Outline the concept of accounting as a ‘language’ of an organization • Outline the differences between the ‘cash’ and ‘accrual’ bases of accounting • Analyse the budget as a fundamental ‘process’ and ‘document’ of an organization

	<ul style="list-style-type: none"> • Describe the budgets technical features and managerial implications • Outline the difference between 'input based' and 'programme based' budgeting formats and their uses in managerial and institutional budget documents • Discuss the use of main financial metrics to support operational management and decision making in international organizations • Elaborate on the challenges of managing extra-budgetary contributions and achieving full cost recovery and financial sustainability • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Innovation</i>	<p>By the end of the module, participants should be able to:</p> <ul style="list-style-type: none"> • Identify new opportunities in technological innovations as well as human, policy, and management innovations through “scanning the horizon” • Design for the End-User: design their work with the beneficiary in mind • Outline tactical approaches on how to identify their users • Frame innovation challenges from the user point-of-view • Iterate models, and create prototypes to test and refine solutions with their users. • Discuss lessons learned from successes and failures from within the UN Innovation Network • Utilise tools that managers can use to give their staff the space to take measured risks and learn from what doesn't work • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Change Management</i>	<p>By the end of the Change Management Module, participants should be able to:</p> <ul style="list-style-type: none"> • Explain their role as a change leader • Outline how a system is impacted by seemingly contained change initiatives • Discuss different approaches to change management • Define steps to develop change management strategies with illustrating examples • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Project Management</i>	<p>By the end of the Project Management Module, participants should be able to:</p> <ul style="list-style-type: none"> • Describe basic concepts and principles of project management • Recognise different styles of influence and adopt different approaches in order to increase influence with their team and stakeholders

	<ul style="list-style-type: none"> • Identify the preparatory steps for any type of project and define clear project goals • Apply logical framework approach to project management • Apply concepts and techniques to develop accurate project estimates and schedules • Identify and assess the risks involved in project management, by performing qualitative risk analysis and planning risk responses • Evaluate and monitor projects • Develop effective communication skills to allow accurate project status reporting and project closing • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Diversity, Equity and Inclusion</i>	<p>By the end of the Diversity, Equity and Inclusion Module, participants should be able to:</p> <ul style="list-style-type: none"> • Discuss how biases and social norms, and identities impact relationships at work; • Commit to actions to take forward with their teams to advance diversity and inclusion. • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Team Development</i>	<p>By the end of the Team Development Module, participants should be able to:</p> <ul style="list-style-type: none"> • Discuss methodologies and critical stages for the development of effective teams • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC
<i>Leadership in the UN</i>	<p>By the end of the Leadership in the UN Module, participants should be able to:</p> <ul style="list-style-type: none"> • How can they articulate the importance of strong and competent UN leaders for 2030 Agenda? • How well can they explain the key elements of the UN System Leadership Framework and their relevance in daily work? • How can they assess personal behaviours with characteristics and new ways of working described in UNSLF? • How can they demonstrate transformational leadership in line with the UNSLF? • Other elements as decided through analysis of Learning Needs Assessments and discussed with the UNSSC