

UNITED NATIONS SYSTEM STAFF COLLEGE

REQUEST FOR PROPOSAL

Ref. Request for Proposal (RFP no 2 of 2022)

Subject: Consultancy services on systemic team dynamics

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 **March 21 2022, at 23:59** (UTC + 1).
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 proposers 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 the same. Hence, your pricing should take this status into account and be presented net of VAT.**

ANNEX A – Terms of Reference

BACKGROUND INFORMATION

The United Nations System Staff College (UNSSC) with its headquarters in Turin, Italy, is the United Nations institution for system-wide knowledge management, learning and training for the staff of the United Nations System. The College is expected to play a pivotal role in contributing to UN reform, the development of a common culture based on effectiveness, expertise and continuous learning through the development, co-ordination and provision of cross-cutting learning programmes that impact on all agencies and staff.

The Knowledge Centre for Leadership and Management (KCLM) is one of the core programme teams in the UNSSC, specialized in online learning and management training and leadership development. The UNSSC is frequently collaborating with clients who are seeking to shift existing team dynamics. There has been an increasing demand in providing support over a longer period of time, not through a one-off intervention. The root causes range from organizational changes, such as new leadership and/or members that create internal power shifts within the team; restructuring and changing roles and responsibilities. General distrust and cynicism, have created organizational narratives that counter-act collaboration, cohesion and alignment within and between teams. Distrust among team members and between teams is a frequent issue clients seek to address.

SCOPE OF SERVICES

For the purposes of this RFP, the UNSSC is seeking a vendor with experience and knowledge in supporting teams systemically over a longer period of time. Specifically, UNSSC is interested in receiving submissions outlining what one-year support could look like for a client. The support should be completed virtually. Each team member, after having received support over a year, should:

- Better understand and work with the team dynamics within their teams;
- Apply insights to build upon identified strengths and mitigate identified weaknesses.

Overall Objectives

Team support will enable the team to function at a higher level than it would if each person was only contributing individually. With the support of advisor(s) and through specifically designed interventions, team dynamics and relationships should have significantly improved. The team should work together toward:

- Shared understanding of its current state; a shared vision of the desired future state;
- Agree to norms that support the functioning of the group and the satisfaction of individual members;
- Improved engagement and internal communication;
- Increased trust among the team members.

Progress would be measured through both actual short-term outcomes and propensity for change. This relies on quality narrative (with examples) in relation to questions that will be built into the interventions. E.g. *Does the team have greater understanding of its internal and external context/dynamics, in so far as it affects performance? What actions have they taken? What are they doing differently?*

For example, in the case of a year-long intervention, this would be incorporated at the end of Month 6 and end of Month 12, with 2 weeks in which to answer them.

ANNEX B – Terms and conditions to submit a proposal

Submission of Proposals

Proposals must be submitted in English and shall contain the elements indicated in the table below:

PRE-REQUISITE	<u>Individual applicants</u>	1) Please provide a comprehensive CV or a P11 form (UN CV form) clearly identifying the experiences that demonstrate expertise in team dynamics. The P11 form can be found at http://www.unssc.org/sites/unssc.org/files/p11un.doc . Please provide a motivation letter
	<u>Companies</u>	1) Please provide a company profile , clearly identifying the experiences that demonstrate expertise in working with complex team dynamics 2) Please provide a motivation letter
TECHNICAL PROPOSAL	1) <u>Profile</u> – describing the nature of business (or individual), field of expertise, length of experience and certifications/ accreditations as appropriate; 2) <u>Track Record</u> – list of clients (1-3) for similar services as those required by UNSSC; list experience in the UN system. Indicate description of contract scope & duration, as well as references (max 3); 3) <u>References</u> – provide two related references in support of the quality of your work; 4) <u>Methodology</u> – outline methodology and sequencing of activities for the completion of the services.	
FINANCIAL PROPOSAL	<ul style="list-style-type: none"> • Provide an outline of the costs for supporting a/multiple teams over a period of 12 months. • Provide either daily fees or a lump sum per team for one year. Assume a size of up to 10 people in a team. Where possible, create a breakdown of costs by the type of service you intend to provide for the teams. 	

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.

Contract

The UNSSC shall enter into a long-term agreement with the highest scoring proposer in accordance with Annex C. The expected duration of the contract is three years, subject to satisfactory performance.

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

Full acceptance of the UNGCC is a mandatory requirement for the award of the contract(s), non-acceptance of the UNGCC may result in the rejection of the proposal.

ANNEX C - Evaluation Criteria

The proposals shall be evaluated in accordance with the criteria indicated in the table below.

PRE-REQUISITE	Fluency in English.	
	Previous professional experience in systemic team dynamics.	
TECHNICAL PROPOSAL	Profile: general experience in the field of systemic group/team dynamics	Max score 20 points
	Track Record (of the key personnel for companies): <ul style="list-style-type: none">- Client track record; financial sector is preferred (up to 30 points)- References (up to 10 points)- Years of experience (up to 10 points)- Experience with international organizations/United Nations (up to 10 points)	Max score 60 points
	Methodology: <ul style="list-style-type: none">- Clearly stated methodology (up to 10 points)- Logical sequencing of activities (up to 10 points)	Max score 20 points
FINANCIAL PROPOSAL		Max 100 points

A two-stage procedure is utilized in evaluating the submissions, with the evaluation of the technical components being completed prior to any price proposals being opened and compared. The price proposal will be opened only for submissions that passed the minimum technical score of 60% (60 points) of the obtainable score of 100 points in the evaluation of the technical component.

Maximum 100 points will be given to the lowest offer and the other financial proposals will receive the points inversely proportional to their financial offers. i.e. $S_f = 100 \times (F_m / F)$, in which S_f is the financial score, F_m is the lowest price and F the price of the submission under consideration.

The weight of the technical proposal is 70% and the weight of the financial proposal is 30%.