

**CALL FOR ROSTER – Roster no. 31**

**Date: 9 June 2023**

**Subject: Call for ROSTER –Organizational Change Management**

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. The evaluation of received proposals is ongoing. There is no deadline for the submission of proposals. The UNSSC reserves the right to stop accepting submissions to this roster at its discretion.
2. This Call for Roster 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](mailto: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.**

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## ANNEX A – Terms of reference

### Background information

The **UN System Staff College (UNSSC)** established and manage the UN Lab for Organizational Change and Knowledge (UNLOCK). UNLOCK has been operational since early 2016 and delivers advisory services, knowledge management and capacity building 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.

The purpose of this Call for Roster is to identify suitably qualified vendors who would be interested in being included in a Roster of experts on Organizational Change Management.

Our interest is to identify vendors 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 vendors may be contracted for specific assignments as described below.

### Deliverables

Vendors included in the roster 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-term change management and organizational design missions and research pieces as well as design and delivery of capacity building programmes.

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.

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 as well as value proposition;
- **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;
  - **Design and delivery of 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.

### **Areas of Expertise**

In particular, the UNSSC is seeking experienced organizational change management vendors in the following areas:

- a. Culture change;
- b. Change management related to efficiency and effectiveness initiatives, including restructuring exercises and location review processes;
- c. Digital transformation, including enterprise resource planning or enterprise content management projects;
- d. New and hybrid working modalities;
- e. Change communication and engagement;
- f. Creation and facilitation of change agent networks;
- g. Agile team and organizational development.

Applicants are required to specify their area of competence when submitting their proposal for inclusion in this Roster.

**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:

|                           |                                  |  |
|---------------------------|----------------------------------|--|
| <b>PRE-REQUISITE</b>      | <u>For individual applicants</u> | Please provide a <b>comprehensive CV or a P11 form</b> (UN CV form) clearly identifying the experiences that demonstrate expertise in the thematic areas described above. The P11 form can be found at <a href="http://www.unssc.org/home/sites/unssc.org/files/p11un.doc">http://www.unssc.org/home/sites/unssc.org/files/p11un.doc</a> . |
|                           | <u>For companies</u>             | Please provide <b>company profile (max 2 pages)</b> clearly identifying the experiences that demonstrate expertise in the areas described above.<br><br>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.   |
| <b>TECHNICAL PROPOSAL</b> |                                  | 1. Please provide a brief presentation (max 1 page) highlighting the thematic areas in which you have <b>specific expertise</b> , including relevant examples (as per the requirements and skills outlined above)  |
|                           |                                  | 2. Please provide a brief presentation (max 1 page) describing your relevant <b>organizational change and facilitation methodology</b>   |
|                           |                                  | 3. Please provide <b>related assignment references</b> in support of the quality of your work (min 3 - max. 10)  |
| <b>FINANCIAL PROPOSAL</b> |                                  | Please provide your <b>daily fee</b> expressed in USD for each listed consultant<br><br><b>PLEASE SPECIFY THE VALIDITY OF YOUR FINANCIAL OFFER.</b>  |

Proposers must provide all information required under this Call for Roster and clearly and concisely respond to all points set out in this document. Any proposal which does not fully and comprehensively address this Call for Roster may be rejected without evaluation. 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 Call for Roster 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 document 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 vendors (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 limited for three years. Vendors are allowed to modify aspects of their proposal during the period of validity of the roster, such modifications may be evaluated according to the original evaluation criteria set up for inclusion in the roster. The UNSSC reserves the right to extend the duration of the roster.

### Conditions of contract

Each specific engagement will be the subject of an individual or separate contract according to the UN Rules and Regulations. Each contract shall be subject to the United Nations Standard Terms and Conditions (UNGCC) for the provision of services can be consulted here:

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachme nt/page/pdf/general\\_condition\\_services.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachme nt/page/pdf/general_condition_services.pdf)

Any reservation or comments concerning the content of the UNGCC under the terms and conditions of this Call for Roster must be included in the proposal. 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.

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| <b>ANNEX C - Evaluation Criteria</b> |
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Criteria for inclusion in the roster are described in the table below. Proposals must score a minimum of 60 points out of 100 to be accepted in this Call for Roster.

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|--|--|
| <b>PRE-REQUISITE</b>                       | <ul style="list-style-type: none"> <li>• University degree at Masters Level (or above) in organizational design, public administration, business administration, social sciences or other related disciplines;</li> <li>• Minimum 15 years of relevant work experience</li> <li>• Excellent English writing and speaking skills</li> <li>• Excellent writing skills</li> </ul> |
| <b>TECHNICAL PROPOSAL (max 100 points)</b> | Previous experience in organizational change management advisory services / accompaniment of organizational change, including real participatory methodologies(max 30 points)  |
|  | Suitability of the methodology proposed (depth, clarity, completeness and techniques to engage participants) (max 20 points)   |
|  | Experience in the UN system / advising UN entities (max 20 points)   |
|  | Solid experience with facilitation and process design, including methods such as appreciative inquiry; design thinking and foresight methodologies or with coaching (max 10 points)  |
|  | Quality of references presented (min 5 references) (max 10 points)   |
|  | Experience with assessment tools (max 5 points)  |
|  | Fluency in other UN languages, particularly French, Arabic and/or Spanish (max 5 points)   |
| <b>FINANCIAL PROPOSAL</b>                  | <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>   |