

REQUEST FOR PROPOSAL

Date: 13 September 2024

Reference: RFP 4/2024

Subject: Audit, evaluation and strategic support for UNSSC's communications strategy

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 UNSSC before **7 November 2024 by close of business in Turin, Italy.**
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. 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 the same. Hence, your pricing should take this status into account and be presented net of VAT.**

Background and Context:

The United Nations System Staff College (UNSSC)

Established by the UN General Assembly in 2002, the United Nations System Staff College (UNSSC) is dedicated to serving the learning and knowledge needs of the UN system and partner organizations. We create first-rate learning experiences grounded in the bedrock values of multilateralism and dignity for all enshrined in the UN charter. Participants in our programmes rely on UNSSC to enhance their knowledge and skills across leadership and management, sustainable development, and peace and security. UNSSC is headquartered in Turin, Italy with an office in Bonn, Germany.

UNSSC will be creating a new communications strategy to better align with its organizational goals. The new strategy will incorporate best practices from peer organizations and industry leaders, enhance UNSSC's visibility across the UN system and beyond, and more effectively reach target audiences. Currently, UNSSC communications are guided by a framework that is centred on increasing the brand awareness of the College and boosting purchases of UNSSC's wide array of learning products, which are designed to enhance the knowledge and skills needed to foster a better future for all.

Project Rationale & Objective

The objective of this engagement is to support UNSSC in developing a more strategic approach to digital communications, resulting in a new communications strategy. As part of the engagement, the selected vendor will conduct a thorough analysis of current communication practices and identify areas for improvement. The vendor will provide actionable recommendations that align with UNSSC's mission and goals, ensuring that communications are more targeted, effective, and impactful. Additionally, the work will entail exploring ways to strengthen the coherence and consistency of UNSSC's messaging across various platforms.

Scope of Work:

The scope of work, which focuses on digital communications and not on traditional PR or media communications, falls into five parts: 1) audit and discovery; 2) running an online internal

workshop; 3) analysis and recommendations; 4) presentation of the analysis and recommendations to senior management and to the communications team; and 5) development of a new communications strategy based on feedback and inputs from senior management and from the communications team. Vendors are asked to submit a methodology that includes the following elements but can be tailored based on the vendors' own experience and good practices.

1. **Discovery and audit phase**

- **Conduct an audit of the current UNSSC Communications Framework.** (An input with preliminary observations from the communications team will be provided to streamline the process.)
- **Evaluate the results of the current Communications Framework** and suggest areas for improvement.
- **Audit of existing digital communications channels and tools:** Assess UNSSC's current channels (social media, website, email) and tools used to evaluate their effectiveness (social media analytics and Google Analytics 4).
- **Review of brand messaging in the context of the [UNSSC brand book](#):** Analyse the consistency, clarity, and impact of current UNSSC messaging across different platforms and stakeholders.
- **Analyse UNSSC's digital footprint** using tools to assess current performance and identify areas for improvement.
- **Conduct 15 one-on-one interviews** with members of the senior management team, the communications team, and programme support staff identified by UNSSC.

- **Conduct one-on-one interviews with 15 external clients** to understand their perceptions of the organization and its communications. (Please note the participants in the qualitative interviews will be selected by UNSSC).
- **Conduct a survey** to gather quantitative data on client perceptions and to assess user perceptions of the organization's brand and communication effectiveness.

2. Internal stakeholder online workshop (January 2025)

- Conduct one online internal stakeholder workshop, to gather insights and perspectives on communication needs and challenges from a cross section of UNSSC programme teams. Submit findings report from the workshop.

3. Analysis and recommendations

- Based on the findings from the discovery and audit phase and the stakeholder workshop, develop a comprehensive report with analysis and recommendations. The structure of this document should be presented by vendors in the methodology section of their proposal.
- Identify the most effective communication channels and platforms to reach and engage target audiences.
- Provide general guidance on resource allocation and budgeting for the implementation of the communications strategy.
- Establish key performance indicators (KPIs) to measure the success and impact of the communications strategy.

4. Presentation of analysis and recommendations

- Present the comprehensive report featuring analysis and recommendations to the communications team for their feedback. Then, based on feedback from the communications team, present a summary to senior management.

5. Development of new UNSSC communications strategy

- Develop a new UNSSC communications strategy based on feedback from senior management and from the communications team.

6. Advisory services on strategic communications (optional)

- Provide a daily rate to provide services related to strategic communications.

DELIVERABLES:

1. Report (or PowerPoint presentation) of findings from the audit and discovery phase, including the online stakeholder workshop (phases 1 and 2).
2. Detailed communications analysis document with actionable recommendations (phase 3).
3. Presentations of the analysis and recommendations to the communications team and to senior management (phase 4).
4. New UNSSC communications strategy document (phase 5).

TENTATIVE TIMEFRAME

The project will be executed in five phases.

- **Phase 1:** Discovery and audit (November - December 2024)

Annex A – Terms of Reference

- **Phase 2:** Internal stakeholder online workshop (January 2025)
- **Phase 3:** Analysis and recommendations (January - February 2025)
- **Phase 4:** Presentation to the communications team and to management (March 2025)
- **Phase 5:** Writing of the new communications strategy (April 2025)

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	<ol style="list-style-type: none">1. Please provide a company profile, clearly identifying the experiences that demonstrate expertise in the subject of this RFP;2. Please provide a valid certificate of incorporation;3. Please provide a list of previous clients, and individuals who will be involved, including their CV or résumé.
TECHNICAL PROPOSAL	<ol style="list-style-type: none">1. Proposed methodology to deliver the services stated in Section A of this RFP;2. Detailed approach to carry out the work of phases 1 to 4;3. Proposed approach and methodology for phase 5;4. Description of similar projects delivered to other clients;5. Outline the timeline for delivering the services.
FINANCIAL PROPOSAL	<p>Specify the cost for phases 1 to 5;</p> <p>Specify daily costs for additional advisory services in the areas of strategic communications.</p>

Proposers must provide all information required under this RFP and clearly and concisely respond to all points set out in this RFP. Any proposal that 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 the submission of the proposals and final evaluation, 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 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.

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 UNSSC.

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 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).

Annex B – Terms and Conditions to submit a proposal

Rejection of Proposals

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

UNSSC shall enter into an agreement for the service with the highest-scoring proposer in accordance with Annex C on a non-exclusive basis. The contract shall contain the option for UNSSC to commission advisory services (calculated on a daily basis) in areas related to strategic communications.

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/attachme nt/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	<ul style="list-style-type: none"> • Valid certificate of incorporation; • Minimum 5 years of experience in the areas of communications consultancy, strategy development, stakeholder engagement or other relevant area. 	
TECHNICAL PROPOSAL	<ul style="list-style-type: none"> • Quality, relevance, and innovation of the proposed approach and methodology to deliver the services under phases 1 to 4; 	30 points
	<ul style="list-style-type: none"> • Proposed approach to the audit and internal workshop implementation; 	30 points
	<ul style="list-style-type: none"> • Alignment of the proposed approach to UNSSC's broader organizational goals, including increasing visibility, improving engagement and supporting strategic objectives; 	30 points
	<ul style="list-style-type: none"> • Quality and relevance of previous similar projects. 	10 points
FINANCIAL PROPOSAL	<ul style="list-style-type: none"> • Indicate the total cost for the delivery of phase 1-5 and related deliverables; • Indicate the daily cost for advisory services. 	

A two-stage procedure is utilized in evaluating the submissions, with 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 30 points will be given to the lowest offer and the other financial proposals (having regard to only the cost of the delivery of phases 1 to 4) will receive points inversely proportional to their financial offers. i.e. $S_f = 30 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the submission under consideration.