

REQUEST FOR PROPOSAL

Reference: RFP 3/2025_REV

Date: 3 April 2025
(revised May 26, 2025)

Subject: Long-term agreements for management consulting on strategic areas for the UNSSC

1. The United Nations System Staff College (UNSSC) is inviting the submission of proposals for the above subject in accordance with this document and its annexes. Proposals must be submitted to UNSSC by 23:59 (CET) on **June 20 2025**.
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 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

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 delivers learning programmes and services to UN staff and partners at all levels, in all functions and locations. Its inter-agency mandate allows the Staff College to work in partnership with a wide array of UN entities, inter-governmental organizations, academic institutions, and civil society organizations.

The Integrated Business Centre of the UNSSC is seeking to establish multiple long-term agreements with providers with expertise, at multiple levels, in the following areas of management consulting:

1. **Strategy and Business Development.** Management consultancy services related to strategy and development of the organization, which may include, but not be limited to:
 - Opportunity and threat analysis of organization's environment and conditions;
 - Strength and weakness analysis based on organization's resources, capabilities and finances;
 - Review and/or development of organization's mission and vision, including guiding principle(s);
 - Review and/or development and implementation of organization's objectives and strategy;
 - Organizational performance measurement and development of framework for performance monitoring and improvement;
 - Development of stakeholder and community engagement strategies;
 - Development and implementation of innovation strategies.
2. **Operational Processes.** Management and Optimization Management consultancy services related to business operations and processes across the organization, but not be limited to:
 - Business process analysis, mapping, benchmarking, re-engineering and improvement;
 - Optimization of organizational tools and systems;
 - Advice on Public-Private Partnership models (PPP's);
 - Strategic programme/project management review and advice;
 - Financial, budget and operational performance measurement and improvement mechanisms;
 - Business transaction support and services;
 - Feasibility studies, business case development and impact assessments;
 - Market research and business sector analysis.

Annex A – Terms of Reference

3. **Organizational Development.** Management consultancy services related to organizational structure and development, which may include, but not be limited to:
 - Organizational development, design and restructuring;
 - Review of existing organizational structures vis-à-vis fit for purpose, financial fit and strategic fit;
 - Development and implementation of change management strategies;
 - Workforce capability, skills and competency assessment;
 - Personnel and stakeholder engagement and communication strategies;
4. **Business Systems and Control.** Management consultancy services related to financial and/or regulatory matters and organizational security, which may include, but not be limited to:
 - Review and optimization of organization's financial management system;
 - Design and/or implementation of financial and non-financial control models and related information systems;
 - Accounting advisory services;
 - Review and optimization of organization's risk and crisis management system;
 - Review and/or revise organization's business continuity plan and develop contingency plans;
 - Advise on and conduct quality assurance procedures;
 - Advice on financial due diligence;
5. **Human Resources.** Management consultancy services related to staff development and organizational culture, which may include, but not be limited to:
 - Recommendations, advice, analyses and/or design of personnel policy principles, values and messages;
 - Analysis of organizational norms and culture, identification of cultural values and/or develop operational plans for change processes in connection with cultural and behavioural development;
 - Design and facilitation of workshops related to organisational culture and behaviour, including team building and change management.
6. **Digital Transformation.** Management consultancy services related to leveraging digital technologies to transform business operations, models, and customer experiences, which may include, but not be limited to:
 - Assessment of digital maturity and development of digital transformation roadmaps;
 - Identification and implementation of emerging technologies to enhance operational efficiency, including Artificial Intelligence applications;
 - Development of data strategy, governance frameworks, and analytics capabilities;
 - Digital workforce enablement and change management for technology adoption;
 - Enterprise architecture review and optimization for digital integration;
 - Cybersecurity assessment and strategic planning.

Annex A – Terms of Reference

Each responder can submit a proposal for a single or multiple areas of management consulting and be able to make available personnel to any of the categories below according to their level of skills, qualifications and experience.

Category 1: Consultant

Competencies	Description
Education and experience	Minimum B.A. or other first-level equivalent education. At least 3 years of relevant experience.
Independence	Works under general guidance within a pre-defined area or responsibility. Demonstrates significant personal responsibility and independence. Plans own work based on established goals and processes.
Influence	Influences the project team and internal specialists. Influences clients as account manager and account responsible. Can influence and assume some responsibility for the work of others and resource allocation. Participates in external activities within his/her area of competence. Makes decisions that affect the success of projects.
Complexity	Broad portfolio of complex, technical or professional activities
Business skills	Chooses between available tools and methods to solve tasks. Applies an analytical and systematic approach. Communicates fluently and has experience in communicating technical information to different target groups. Plans own and others' work to meet given time- and quality targets. Monitors new methods and their use.

Category 2: Senior Consultant

Competencies	Description
Education and experience	Minimum Master or other equivalent education. At least 6 years of relevant experience.
Independence	Work is guided and driven by strategy and high-level guidance. Assumes full responsibility for projects and works independently. Is assigned tasks as goals to be achieved. Defines milestones and project goals and delegates tasks. Often initiates tasks on his/her own.
Influence	Influences the organization, clients and other stakeholders. Possesses significant responsibility for the work of others and the allocation of consultants to projects. Takes decisions that determine the success of projects, for example, desired results, deadlines and budget. Develops business relationships with clients. Balances and prioritizes activities, information, time and resources effectively.
Complexity	Manages a broad portfolio of complex, technical or professional activities. Handles a challenging degree of varying complex technical tasks or business projects. Uses fundamental principles in a broad and often unpredictable context. Understands the relationship between specialization and customer demands and the need to balance these two needs.

Annex A – Terms of Reference

Business skills	Gives advice on methodology, standards and tools within his/her own area. Analyses, diagnoses, designs, plans and evaluates work in terms of time, cost and quality targets. Communicates effectively (formally and informally) with colleagues, clients and other stakeholders. Possesses a clear understanding of the relationship between his or her own area of responsibility and that of the rest of the organization. Is up to date with developments in own area and advises the clients on potential advantages of the use of these advantages.
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Category 3: Chief Consultant / Partner

Competencies	Description
Education and experience	Minimum Master or other equivalent education. At least 10 years of relevant experience.
Independence	Has significant authority and responsibility, including methodologies, budget and quality management. Establishes organizational goals and delegates tasks. Responsible for own and co-workers' actions and decisions.
Influence	Influences and develops policies and guidelines contributing to business goals. Influences a considerable part of both own organization and externals on a managerial level. Takes decisions that affect the organization, achievement of internal goals and the financial performance of the organization. Enjoys a high degree of customer trust and satisfaction. Effectively balances and prioritizes activities, information, time and resources. Effectively and flexibly assumes different consultant roles (expert, mentor, facilitator, coach etc.) within the same project depending on the task and/or situation. Is recognized as an expert within his/her area of consulting and has regular interactions with executive management.
Complexity	Performs highly complex tasks, including technical, financial and qualitative aspects of these. Contributes to strategy development. Uses and demonstrates a mastery of a wide range of audit, technical and managerial principles.
Business skills	Absorbs complex business information and communicates effectively at all levels, to different target groups in a context sensitive fashion. Evaluates, uses judgment and takes calculated risks when applying new methodology. Demonstrates leadership skills and ability to influence and convince stakeholders

Annex B – Terms and Conditions to submit a proposal

Submission of Proposals

Proposals must be submitted in English and shall contain the information described in the table below.

TECHNICAL PROPOSAL	1. Company profile, with CVs of the personnel made available for the project. 2. <i>Outline of previous experience and case studies related to the areas of this RFP</i> 3. <i>Minimum 3 references from previous clients for similar services.</i>
FINANCIAL PROPOSAL	<i>Specify the daily costs for at least one of the following categories:</i> - <i>Consultant;</i> - <i>Senior Consultant;</i> - <i>Chief Consultant / Partner.</i>

The technical and financial proposal must be submitted in two separate files.

You 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 representative 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 long-term agreements for the provision of services with the five highest-scoring proposers in accordance with Annex C on a non-exclusive basis. The UNSSC may establish secondary bidding procedures to award contracts for specific assignments to successful proposers.

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.

Travel

This engagement may require successful proposers to undergo travel to complete the tasks of this RFP. The UNSSC will arrange travel in accordance with its travel policies, rules and administrative instructions. Travel costs should not be indicated in the financial proposals.

Proposers must ensure that they have the required authorizations, visas or medical clearances to undergo travel to Turin, Italy and Bonn, Germany.

Annex C – Evaluation Criteria

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

PRE-REQUISITE	• Company profile • Minimum three references • Full English proficiency	
TECHNICAL PROPOSAL	• Technical Competence and Relevant Experience	40 points
	• Proposed Methodology and Approach	30 points
	• Personnel Qualification and category alignment	20 points
	• Previous experience working with multilateral organizations	10 points

The UNSSC shall enter into long term agreements with the highest scoring proposers on a non-exclusive basis for a period of three years, renewable for two additional periods for a total maximum duration of 5 (five) years.