



# REQUEST FOR PROPOSAL

## RFP\_2019\_07

**Subject: Management, Delivery and De-briefing of a range of on-line assessment and feedback tools in the context of UNSSC Leadership and Management Development Programmes**

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 received by the UNSSC no later than **18 May 2019**.
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 UNSSC to consider whether the proposer has the necessary capability, experience, knowledge, expertise and the required capacity to perform the work specified satisfactorily.
4. Your technical and financial proposal must be submitted via email to [procurement@unssc.org](mailto:procurement@unssc.org)
5. **You are kindly requested to acknowledge receipt of this RFP.**

## ANNEX A –Terms of Reference

### 1. Background:

Based in Torino, Italy, the UN System Staff College (UNSSC) has been running courses and delivering learning initiatives to United Nations personnel for more than a decade, reaching on average 7,000 beneficiaries across the globe each year. Through its programmes and services, the UNSSC aims to support UN organizations and their staff to develop the skills and competencies needed to meet the global challenges faced by the UN. Participants are highly diverse in terms of professional grade level, function and professional and cultural background.

In recent years, UNSSC's Knowledge Centre for Leadership and Management team (KCLM) has developed a comprehensive portfolio of leadership and management programmes for UN officials from the junior professional level to the most senior levels of USG/ASG. A critical component of these programmes is the use of validated online tools to assist participants to better understand and gauge their managerial and leadership strengths, preferences, potential and areas for development.

The UNSSC has successfully used a range of such tools, including in particular competency-based 360 degree feedback tools, personality assessment tools, team assessment tools, change management assessment, and thinking preference tools. These tools, when expertly managed and de-briefed, serve to increase participants' self-awareness and to provide them with insights regarding their future development priorities as employees, managers and leaders.

Further information on the UNSSC portfolio of learning programmes is available at <http://www.unssc.org/home/>

The programmes for which various online-assessment tools are required include, but are not limited to:

- [UN Emerging Leaders Experience](#)
- [Management Development Programme](#)
- [Leadership, Women and the UN Programme](#)
- Change Management Programmes
- UN Agency-specific leadership programmes (tailor-made programmes for one UN organization)
- Pre-retreat and team-building on-line support services

The UNSSC is committed to identifying the most appropriate assessment tools delivered and managed by qualified experts to help increase management and leadership skills and competence of UN colleagues across the globe.

The tools in question must be designed and validated for use with highly diverse, multicultural, professional participants; they must also be appropriate in terms of focus, wording and language for the UN's not-for-profit mandate and goals, values, and its three pillars (peace and security, development and human rights), as opposed to those of the private sector. In addition, they should align with the [UN System Leadership Framework](#).

### 2. Work Assignment and Expected Deliverables:

- **With regard to 360 degree feedback tools for management and leadership development and change management:**

- Present to UNSSC a comprehensive 360 degree on-line questionnaire and their instructions for UNSSC's review.
- Re-design or tailor as deemed necessary by the UNSSC the 360 degree tool to meet the specific needs and profiles of UN participants.
- Manage the 360 degree process online with a secure platform outside of the UNSSC network, from launch to delivery, ensuring confidentiality of the data entered by participants.
- Use of timely follow-up reminder process via email to ensure prompt completion for each specific programme.
- Deliver reports and 360 profiles using a template that is aligned and consistent with the UN System Leadership Framework.
- Deliver completed 360 profile to participants in a manner which safeguards confidentiality.
- Deliver a session explaining the process, use and purpose of the 360 degree tool to the participants, as well as to coaches hired by the UNSSC to hold coaching sessions using the assessment tool as a starting point. Such sessions could be delivered to UN participants face to face, through on line channels or through a pre-recorded video.
- Provide an overall group debrief to the participants either in person or via virtual channels on the selected tool results and their implications, as well as the potential individual future professional development based on tool reflection.
- **With regard to the other personality profile and assessment and preference tools:**
  - Outline other assessment tools available and their intended use and results.
  - Manage the entire online assessment process of these confidentially online with a secure platform outside of the UNSSC network, from launch to delivery, ensuring confidentiality of the data entered by participants.
  - Use of timely follow-up reminder process via email to ensure prompt completion for each specific programme.
  - Deliver assessment reports using a template that is aligned and consistent with the UN System Leadership Framework.
  - Deliver completed profiles to participants in a manner which safeguards confidentiality.
  - Provide overall group debrief to the participants either in person or via virtual channels on the selected tool results and their implications, as well as the potential individual future professional development based on tool reflection.
- **Others possible deliverables**
  - Conduct individual coaching sessions using the assessment as a starting point. Coaching sessions should be available in English and, if possible, in French and Spanish.
  - Provide post-event feedback and recommendations to UNSSC on any need for revisions/changes to tool when necessary.

**Indicators for Evaluation of Results:**



- Deliverables are aligned with profile and background of participants (UN officials).
- Deliverables are submitted in accordance with expected time frame.

**Required Skills and expertise:**

- Proven experience (5 to 8 years), certification and expertise in the design, management, analysis and debriefing of one or more tools which fall within the following categories:
  - Ownership of or licence for on-line 360 degree feedback tools for management and leadership development – 360 degree tools must be available in **English, and if possible, French and Spanish.**
  - A range of personality profile, preference and personality assessment tools for leadership, team work, capacity for change management and change leadership (e.g. MBTI, Hogan personality profile, and thinking preference, e.g. Neethling Brain Instrument (NBI), Belbin, etc.). The tools must be available in **English, and if possible, French and Spanish.**
- Experience delivering and facilitating training and learning activities in a multicultural context.
- Familiarity with capacity development initiatives for UN staff 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:

1. PRE-REQUISITE	
<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/sites/unssc.org/files/p11un.doc">http://www.unssc.org/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 thematic areas described above.

2. TECHNICAL PROPOSAL
1. Please provide a <b>brief presentation</b> describing your portfolio of assessment tools and related services offered
2. Please provide a <b>sample report</b> as well as, if available, a <b>video or podcast of a debriefing session</b>
3. Please provide the <b>CV or bios of the resource persons</b> that could be involved in the delivery of debriefing.
4. Please provide <b>related references</b> in support of the quality of your work (max. 5)

3. FINANCIAL PROPOSAL
Please fill the tables below, indicating the requested prices in USD. When applicable, please do not include travel costs.

a. DESIGN A NEW 360-DEGREE ASSESSMENT OR EDITING OF AN EXISTING ONE ON A SELECTION OF TOPICS AND CHARACTERISTICS OF LEADERSHIP AND MANAGEMENT	
Required service	Price in USD (lump-sum)
Design of a brand new 360° questionnaire on Leadership and Management topics	
Editing of an existing 360° questionnaire in order to tailor it to the needs of a specific audience	

<b>b. MANAGEMENT OF A 360-DEGREE ASSESSEMENT</b>	
<b>Required service</b>	<b>Price per participant/unit in USD</b>
Management of the 360 assessment, including the monitoring of the participants' responses, sending out reminders, and delivering the assessment reports in a manner that is aligned with the UN System Leadership Framework	

<b>c. MANAGEMENT OF A PERSONALITY ASSESSMENT</b>		
<b>Required service</b>	<b>Name of the personality assessment</b>	<b>Price per participant/unit in USD</b>
Management of the assessment, including the monitoring of the participants' responses sending out reminders, and delivering the assessment reports in a manner that is aligned with the UN System Leadership Framework	1.	
	2.	
	3.	
	4.	

<b>d. DELIVERY OF A SESSION ON THE PROCESS, USE AND PURPOSE OF THE ASSESSMENT TOOL</b>		
<b>Required service</b>	<b>Price in USD (lump-sum)</b>	
Deliver a general session on the process, use and purpose of the assessment tool to participants or to coaches hired by the UNSSC to hold coaching sessions using the assessment tool as a starting point.	Face-to-face session (please do not include travel costs)	
	Session delivered online	
	Development and recording of a video	

<b>e. DEBRIEFING SESSION</b>		
<b>Required service:</b> provide a one-hour debriefing session to the participants in person or through online channels on the selected tool results and their implications,		
<b>Name of resource person</b>	<b>Price in USD for a two-hour session</b>	
1.	Face-to-face session	
	Session delivered online	
	Face-to-face session	



2.	Session delivered online	
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<b>f. COACHING SERVICES</b>		
<b>Required service:</b> provide a 1.5 hour individual coaching session		
<b>Name of resource person</b>	<b>Price in USD per individual session</b>	
1.	Face-to-face	
	Online	
2.	Face-to-face	
	Online	

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 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.

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 UNSSC and by an authorized officer of the successful proposer(s).

Criteria for Evaluation

All proposals will be evaluated in accordance with the provisions of the UN Financial Regulations and Rules and established procedures of the UNSSC, and the evaluation criteria specified in Annex C.

Payment Terms

The UN Financial Regulations and Rules preclude advance payments or payment by letters of credit. Such provisions in a proposal will be prejudicial to its evaluation by the UNSSC. The normal terms of payment by the UNSSC are 30 (thirty) days (or similarly discounted payment terms if offered by proposers) upon satisfactory performance of services, acceptance thereof by the UNSSC and certification by the UNSSC of the contractor's



invoice. Proposers must therefore clearly specify in their proposals the payment terms being offered.

#### Validity of Proposals

All Proposals shall remain valid and open for acceptance for a period of at least 30 days from the designated closing date indicated for receipt of proposals in this RFP. Proposers must confirm in their proposal that it will remain valid for this period. Once a proposal has been accepted during this period, the prices quoted in the proposal must remain unchanged for the entire period of the resulting contract unless otherwise specified in this RFP or unless the UNSSC agrees otherwise in writing.

#### 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. are unsolicited;
- iv. contain an alternate proposal; or
- Vii. are otherwise not 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.

#### Copyright

The UNSSC shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks, with regard to material which bears a direct relation to, or is made in consequence of, the services provided to the Organization by the vendor.

At the request of the United Nations, the vendor shall assist in securing such property rights and transferring them to the Organization in compliance with the requirements of the applicable law.

**By submitting an offer to this request of proposal the vendor accepts the copyright conditions set in the paragraph above.**

## ANNEX C - Evaluation Criteria

The offers will be evaluated on the basis of the evaluation criteria set in the table below:

<b>TECHNICAL PROPOSAL</b>	Expertise and experience of vendor and its key personnel	15% of total score
	Versatility of vendor in terms of variety of tools offered and ability to deliver in different languages.	15% of total score
	Suitability of the approach and methodology proposed and quality of previous materials produced	30% of total score
<b>TOTAL TECHNICAL PROPOSAL</b>		<b>60% of total score</b>
<b>FINANCIAL PROPOSAL</b>		<b>40% of total score</b>