



REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: January 6, 2019
	REFERENCE: UNDP JPO/PSU 0119

Dear Sir / Madam:

We kindly invite you to submit your Proposal for **Employer Value Proposition implementation and recruitment communication**.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Sunday, November 24, 2019 via email to lorrae.davey@undp.org

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the email address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. When submitting the Proposal by email, kindly ensure that it is duly signed and in pdf format.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal complying with all the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. If you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/duct_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Lykke Andersen
Manager, UNDP/JPO Service Centre
04/11/2019

Description of Requirements

Context of the Requirement	<p>UNDP is the UN Development Programme and works in some 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results. UNDP supports the 2030 Agenda for Sustainable Development and the 17 new Sustainable Development Goals (SDGs), as they help shape global sustainable development for the next 15 years.</p> <p>In May 2019 UNDP launched its new people strategy called People for 2030. The vision of People for 2030 is to:</p> <ul style="list-style-type: none"> • Build a “One UNDP” culture and employer brand that generates continuing fitness for the future characterized by high performance and employee engagement, creativity, collaboration, and continuous improvement, attracting and retaining talent, • Ensure that managers at all levels are oriented towards, and capable of, leading and developing personnel, and managing performance effectively – and fully own their part of People for 2030, • Incorporate a talent perspective into all aspects of management and organisational development, • Develop organisational and digital capabilities that enable personnel to strive for excellence and adapt to future challenges, • Transform HR into a function that drives organisational effectiveness, capability and value generation in partnership with managers – in contrast to the cost-based and administrative focus of the past. <p>The People for 2030 emphasizes the need to ensure the relevance and strength of UNDP’s Employer Value Proposition (EVP), while also developing a strategic approach to talent acquisition. As such, the strategy calls for a targeted effort in talent outreach and recruitment to ensure that UNDP’s workforce consists of diverse, highly-qualified and committed people.</p> <p>A network of People for 2030 Champions, including more than 120 representatives from UNDP offices around the world, has been established. The People for 2030 Champions are responsible for communication within their offices on People for 2030 initiatives, support and monitor progress on implementation.</p>
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	<p>In the first part of 2019, UNDP worked on developing its EVP and is currently working on finalizing the EVP.</p> <p>Within the framework of the above-mentioned activities and related outcomes, UNDP will develop a recruitment communication strategy, and toolkit related materials with the overall objective to implement the EVP, and position UNDP as an employer of choice. It is envisaged that the network of People for 2030 Champions will be leveraged to activate the EVP.</p>
<p>Brief Description of the Required Services¹</p>	<p>The UNDP Office of Human Resources (OHR) is looking for an experienced employer branding/recruitment marketing and communications company to advise on and develop a global recruitment communication strategy focusing on the implementation of the EVP and engaging employees around the EVP.</p> <p>More specifically, the scope of the assignment relates to the following items:</p> <ul style="list-style-type: none"> • Develop a global recruitment communication strategy to strengthen UNDP’s online communication as an employer of choice and attract the right talent. • Develop a social media recruitment communication strategy and toolkit including templates, visuals and content materials to be used in various social media outlets and contexts. • Develop an EVP playbook • Create a mock up for a career website • Develop an internal communication action plan to engage People for 2030 Champions and UNDP employees around the EVP to become UNDP employer brand ambassadors. <p>The provider is expected to collect information and input mainly through virtual meetings with key stakeholders. However, travel to meet with UNDP office Copenhagen, New York and other places is also anticipated and will be agreed upon with UNDP in advance. The costs of such travel will be reimbursed in accordance with UNDP travel rules.</p> <p>Specific outputs and deliverables are detailed below.</p>

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

<p>List and Description of Expected Outputs to be Delivered</p>	<p>The service provider will be responsible for the following deliverables/activities:</p> <p>Output 1: Recruitment communication strategy and EVP playbook</p> <p>Based on the work undertaken to date on the EVP, prepare a global recruitment communication strategy and content to activate and implement the EVP in order to raise awareness and interest in UNDP as an employer of choice.</p> <p>Specific deliverables are as follows:</p> <ul style="list-style-type: none"> • A <u>multi-media channel communication strategy</u>, including practical advice on where and how to reach out/target specific talent groups (i.e. young talent, senior staff, experts, etc.), a data-centric approach to planning and measuring the placement of UNDP’s outreach activities, and advice on which impact measurement tools to use in that relation. • An EVP <u>social media strategy</u> for branding UNDP as an employer of choice, including key narratives, tailored templates and digital assets to be used in social media outlets. • <u>Guidelines for social media content creation</u> for the EVP, recruitment campaigns and targeted outreach. Among others, the guidelines should identify social media platforms to use in various contexts, best practices, does and don’ts. • A light EVP playbook, defining content and guidelines for implementation of EVP based on above strategies. <p>Output 2: Recruitment communication toolkit</p> <ul style="list-style-type: none"> • A <u>global recruitment communication toolkit, including a social media toolkit</u>, including among others global common narrative to set the tone and language to use, a tagline, content creation guidelines, key content messages, and identification of key media assets (pictures, videos). • <u>Multi-media channel communication plan templates</u>, including a package of content, visuals and templates to be used for recruitment communication and which can be tailored to specific positions or geographic areas (for example, specific language requirements, etc.), templates for employee stories, and attractive template for vacancy announcements. Templates should be customizable depending on the media outlet to be used. • Content and visuals for <u>10 employee stories</u>.
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Output 3: New UNDP corporate career/job website

Based on the EVP and the recruitment communication strategy, design a mock-up for a new UNDP career/job website, including the following deliverables:

- Advice on best-practices and industry trends related to career/job websites.
- A mock-up of the new UNDP career/job website design lay-out based on UNDP corporate standards for online presence and corporate websites, including UNDP branding strategy for digital presence, in liaison with UNDP’s Communications Office. The mock-up would be presented as a visual (no coding).
- Content architecture and package for the career/job website, including key messages/narrative, employee stories, visuals
- Guidelines to maximize the impact of the new career/job website, including best practices on how to ensure an efficient linkage between UNDP’s social media presence and the career/job website.
- Recommendations on management and measurement of inbound traffic and analytics tools to monitor and improve impact.

Output 4: “Become UNDP Employer Brand Ambassador” action plan

- Develop an internal communications campaign, based on the EVP and recruitment communication strategy, to engage as a first step the People for 2030 Champions around the EVP and enable them to become UNDP employer brand ambassadors.
- Design a set of easy-to-follow guidelines to streamline the use of the social media channels to be used by UNDP employer brand ambassadors in promoting UNDP as an employer of choice as well as upcoming vacancies at UNDP.
- Design material for the internal communication campaign about the EVP and the recruitment communication strategy to educate and mobilize employees around the employer brand.

	<ul style="list-style-type: none"> Based on the 2019 UNDP-LinkedIn Elevate pilot initiative and its lessons learnt, present suggestions to ensure staff involvement and long-term impact, through collaboration with platforms and / or initiatives of interest. <p><i>Note: UNDP reserves the right to cancel or postpone the provision one or more Outputs, (for example, Output 4), subject to the final evaluation and consideration of funding.</i></p>
Person to Supervise the Work/Performance of the Service Provider	<p>The service provider will work under the overall leadership of the Director, UNDP Office of Human Resources and report to the Head of Talent Acquisition and People Programmes.</p> <p>The service provider will be responsible for the fulfilment of the deliverables as specified above.</p> <p>The service provider will liaise with respective external and internal stakeholders as necessary for consultations and collection of input/information.</p>
Frequency of Reporting	<i>As needed and in accordance with the approved implementation plan.</i>
Progress Reporting Requirements	Regular updates and timely submission of deliverables shall be subject to predetermined and agreed implementation schedule.
Location of work	Home-based with possible missions to Copenhagen, New York and other places as needed and agreed upon
Target start date	01/02/2020
Latest completion date	30/06/2020
Travels Expected	<p>The contract will be home based with regular virtual meetings with the Director, OHR and Head of Talent Acquisition and People Programmes, and other relevant UNDP offices.</p> <p>Travel to meet with UNDP office Copenhagen, New York and other places is also anticipated and will be agreed upon with UNDP in advance. The costs of such travel will be reimbursed in accordance with UNDP travel rules.</p>

<p>Candidates are requested to submit a proposal including:</p>	<p>The submission shall include a (1) TECHNICAL PROPOSAL, (2) COMPANY profile enabling assessment of capacity, performance and experience, and (3) CVs of the proposed PERSONNEL implementing the contract.</p> <p>Please structure the proposal into three sections mentioned above, with an emphasis on:</p> <p>(A) TECHNICAL PROPOSAL</p> <ul style="list-style-type: none"> • Proposal, outlining the methodology and approach to deliver the 4 Outputs including a timeframe for delivery. The proposal should include a detailed description of the approach to be applied, suggested activities and products under each of the 4 Outputs stated above. • Please see Annex 2 for more details/requirements <p>(B) COMPANY PROFILE</p> <ul style="list-style-type: none"> • General company profile, turnover and structure • Samples of previous work/products in the 4 Output areas including relevant evidence of performance/impact data. • List of clients during the last 3 years, and 3 client contacts for reference checks. • Please see Annex 2 for more details/requirements <p>(C) PERSONNEL implementing the contract (CVs)</p> <ul style="list-style-type: none"> • Credentials and CVs of specialists to be involved into the project, outlining previous experience in areas related to these Terms-of-Reference and the Competencies and Qualifications listed below. • Please see Annex 2 for more details/requirements <p>(C) FINANCIAL PROPOSAL</p> <p>The financial proposal including: 1) a lump-sum payment for each of the 4 Outputs covering fee and operational costs.</p>
<p>Competencies and Mandatory Supplier Eligibility criteria</p>	<ol style="list-style-type: none"> 1. Proven expertise and experience in the field of employer branding, recruitment marketing, recruitment communication and talent outreach campaigns, including in the design of recruitment communication strategies, EVP toolkits, implementation plans and content, as well as design of career websites for minimum 3 international organisations or global companies. 2. Expertise and experience in data analytics and reporting to optimize campaign effectiveness. 3. Proven experience in working globally (min. 3 international organizations, global companies) on employer branding and recruitment communication activities.

	<p>4. Ability to lead consultation processes and engage with multiple stakeholders.</p> <p>5. Ability to focus on impact and results for the client.</p> <p>6. Commitment to UNDP vision, mission, and values and knowledge of UN work environment an advantage.</p> <p>7. Proven expertise and experience in delivering outputs in English.</p>												
Currency of Proposal	United States Dollars												
Value Added Tax on Price Proposal ²	Must be exclusive of VAT and other applicable indirect taxes												
Validity Period of Proposals <i>(Counting for the last day of submission of quotes)</i>	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.												
Partial Quotes	<input checked="" type="checkbox"/> Not permitted												
Payment Terms ³	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Output 1</td> <td>Upon completion</td> <td rowspan="4"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider. </td> </tr> <tr> <td>Output 2</td> <td>Upon completion</td> </tr> <tr> <td>Output 3</td> <td>Upon completion</td> </tr> <tr> <td>Output 4</td> <td>Upon completion</td> </tr> </tbody> </table>	Outputs	Timing	Condition for Payment Release	Output 1	Upon completion	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	Output 2	Upon completion	Output 3	Upon completion	Output 4	Upon completion
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Output 3	Upon completion												
Output 4	Upon completion												

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Person(s) to review/approve Outputs and authorize the disbursement of payment	Head of Talent Acquisition and People Programmes, UNDP Office of Human Resources		
Type of Contract to be Signed	UNDP contract for Services		
Criteria for Contract Award	<p>Highest Combined Score (based on the 70% technical offer and 30% price weight distribution).</p> <p>The bidder given the highest Combined Score shall be invited for a phone interview to verify the proposed methodology and approach as well the bidder’s ability to demonstrate understanding of the UNDP mission and brand and ability to liaise and engage with key stakeholders at different levels in UNDP. In the event the bidder is deemed ineligible for contract award, UNDP reserves the right to repeat the interview process with the next bidder in order of ranking of the Combined Scores.</p> <p>Full acceptance of the UNDP Contract General Terms and Conditions (GTC) is required.</p>		
Criteria for the Assessment of Proposal	Technical Proposal (70%)		
	Proposal assessed based on the following criteria: 1) relevance in relation to the Terms-of-Reference and UNDP brand, and 2) quality of the proposal (proposed methodology, approach and implementation plan for each of the 4 outputs).	400 points (max)	
	Relevant company qualification, capacity, credentials and experience.	300 points (max)	
	Qualifications of the key personnel to be involved, including expertise in employer branding, development of EVP playbook, and recruitment communication strategies and toolkits, content development for different media channels, design of career/job websites, and experience with international employer branding and international organizations.	300 points (max)	
	Financial Proposal (30%)		

	To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	One Service Provider
Contract General Terms and Conditions ⁴	General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP ⁵	Form for Submission of Proposal (Annex 2)
Contact Person for Inquiries (Written inquiries only) ⁶	Lykke Andersen Manager, JPO Service Centre Integrated Talent Management Office of Human Resources Bureau for Management Services United Nations Development Programme Marmorvej 51, 2100 Copenhagen Ø, Denmark lykke.andersen@undp.org Office: +45 4533 6280 Skype: lykke.andersen.undp

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁸)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions.

A. **TECHNICAL PROPOSAL** Proposed method for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

Proposal, outlining the methodology and approach to deliver the 4 Outputs including a timeframe for delivery. The proposal should include a detailed description of the approach to be applied, suggested activities and products under each of the 4 Outputs:

Output 1: Recruitment communication strategy and EVP playbook

(Insert details here)

Output 2: Recruitment communication toolkit

(Insert details here)

Output 3: New UNDP corporate career/job website

(Insert details here)

Output 4: "Become UNDP Employer Brand Ambassador" action plan

(Insert details here)

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes



B. COMPANY PROFILE Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

Proven expertise and experience in the field of employer branding, recruitment marketing, recruitment communication and talent outreach campaigns, including in the design of recruitment communication strategies, EVP toolkits, implementation plans and content, as well as design of career websites. Additionally, the submission shall include evidence of the following:

- Samples of previous work/products in the 4 Output areas including relevant evidence of performance/impact data.
- List of clients during the last 3 years, and 3 client contacts for reference checks
- Evidence of commitment to UNDP vision, mission, and values and knowledge of UN work environment an advantage.

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- d) *Turnover for 3 years*
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

C. Qualifications of Key Personnel

The Service Provider must provide the following evidence in the submission:

- Names and qualifications of the key personnel **that will perform the services** indicating who is Team Leader, who are supporting, etc.;
- CVs demonstrating qualifications must be submitted with clear explanation of how the proposed candidate(s) will contribute to delivering on the 4 outputs; and
- Written confirmation from each personnel that they are available for the entire duration of the

contract

- Kindly provide evidence of the following competencies amongst the candidates proposed:
 - Expertise and experience in data analytics and reporting to optimize campaign effectiveness.
 - Proven experience in working globally (international organizations, global companies) on employer branding and recruitment communication activities.
 - Ability to lead consultation processes and engage with multiple stakeholders.
 - Ability to focus on impact and results for the client.
 - Proven expertise and experience in delivering outputs in English

Only candidates proposed by the vendor in this submission and assessed by UNDP will be deemed eligible to participate in the performance a contract issued as a result of this bidding exercise.

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Output 1		
2	Output 2		
3	Output 3		
4	Output 4		
	Total	100%	

**This shall be the basis of the payment tranches. UNDP reserves the right to cancel or postpone the provision one or more Outputs, (for example, Output 4), subject to the final evaluation and consideration of funding.*

E. Cost Breakdown by Cost Component (Please modify as applicable):

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services:				
<i>Personnel for Output 1</i>				
a. Expertise 1				
b. Expertise 2				
c. Expertise 3				
<i>Personnel for Output 2</i>				
a. Expertise 1				
b. Expertise 2				
c. Expertise 3				

Personnel for Output 3				
a. Expertise 1				
b. Expertise 2				
c. Expertise 3				
Personnel for Output 4				
a. Expertise 1				
b. Expertise 2				
c. Expertise 3				

II. Other Related Costs (if applicable)	Unit	Quantity	Rate	Total
1.				
2.				
3.				
4.				
5.				
6.				

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*