



**INDIVIDUAL CONSULTANT
PROCUREMENT NOTICE**

**Consultant for Senior Management Induction Training – Design and Delivery of RR induction
& Country Office Leadership trainings**

Date: 11 February 2016

Location: New York, USA

Expected start date: 14 March 2016

**Project name: OHR - Senior Management Induction Training – Design and Delivery of RR
induction
& Country Office Leadership trainings**

**Period of assignment: Seven months (if both trainings are developed by the same consultant) 3.5
months for each training.**

Description of the assignment:

The purpose of this procurement exercise is to contract a consultant or two consultants to support the **Integrated Talent Management Team/Talent Development Unit** in the design and delivery of two tailored development programs for key leadership roles; the Country Office Leadership Programme and the Resident Representative Induction.

Proposal should be submitted at the following address **no later than 25 February 2016**:

- Applications to be submitted using this link: http://jobs-intra.undp.org/cj_view_job.cfm?cur_job_id=63837
- The Financial Proposal is to be emailed to cpu.bids@undp.org as per the instruction in the separate email that will be sent to shortlisted candidates.

1. BACKGROUND

The Integrated Talent Management Unit is responsible for designing strategies, solutions, tools and services that enable and facilitate more effective and impactful people decisions, and help shape a workplace where individuals thrive and teams excel. Its mission is to enable effective management of UNDP talent through full integration of all aspects of talent management and data from a variety of processes from recruitment, to performance management, learning, and development, and translates it into a coherent 'employee life cycle' centered around one competency framework aligned with the UNDP Strategic Plan.

The Unit includes several service lines e.g. competency management, job design and classification; talent sourcing, onboarding, and succession management; diversity, employee engagement, and staff well-being; performance management, talent development; learning and leadership development, and career management. It also includes a distinct service line for internal management consulting which enables strategic positioning, resources alignment and business process reengineering.

In this context the Talent Development Unit is a center of expertise that designs and delivers state of the art learning and development solutions to UNDP staff worldwide. Through the delivery of large scale leadership development programmes; tailored development programs for key leadership roles; an extensive offering of high quality online courses on UNDP's core business and professional certification programmes as well as customized development planning and Career Management tools, it enables and supports UNDP staff to build skills, grow and leverage the power of learning across all areas of work.

The Talent Development Unit is now looking for an experienced consultant to design and deliver two of its face to face leadership development programmes: The UNDP Resident Representative Induction Programme for newly appointed UNDP Resident Representatives and The Country Office Leadership Programme for a target audience of newly appointed UNDP Country Directors and Deputy Resident Representatives. This work may be divided into two separate assignments at the discretion of the hiring unit.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

The key tasks and responsibilities include but are not limited to:

- Review previous programme and refresh the design, develop and deliver the Resident Representative Induction Programme for a target audience of newly appointed UNDP Resident Representatives taking into account their individual learning needs;
- Review previous programme and refresh the design, and deliver the Country Office Leadership Programme for a target audience of newly appointed UNDP Country Directors and Deputy Resident Representatives;
- Act as facilitator and/or resource person on the two aforementioned programmes;
- Participate for UNDP in the design efforts led by UNDOCO for the UN Resident Coordinator Induction Programme, including during the delivery of the programme;

- Provide technical thought leadership on leadership development and learning in support of the deliverables of the Talent Development Unit.

Delivery/output requirements:

1. Design, develop and deliver the in-person Country Office Leadership Programme for a target audience of newly appointed UNDP Country Directors and Deputy Resident Representatives;
 - a. Design of a programme that meets UNDP's corporate requirements of an induction programme for newly appointed UNDP Country Directors and Deputy Resident Representatives building on the successful elements of the previous programme, including assessing training needs;
 - b. Design of a module on People & Performance Management as a core part in the Country Office Leadership Programme to equip participants with skills and hands on approaches to effectively manage their teams;
 - c. Delivery of a successful face to face 5 day induction programme for UNDP Country Directors and Deputy Resident Representatives that incorporates the combined experience of both groups and prepares them for their new assignments;
 - d. Provide substantive inputs for internal discussions, including engaging with an on line community of participants, ;
 - e. Capture the lessons learned of the programme design and delivery for the purposes of future optimization.
2. Design, develop and deliver the in-person Resident Representative Induction Programme for a target audience of newly appointed UNDP Resident Representatives;
 - a. Design of a programme that meets UNDP's corporate requirements of an induction programme for newly appointed UNDP Resident Representatives building on the success of the previous programme including assessing training needs;
 - b. Delivery of a successful face to face 5 day induction programme for UNDP Resident Representatives that transcends the learning and insights necessary prepare them for their new assignments;
 - c. Provide substantive inputs for internal discussions, including engaging with an on line community of participants;
 - d. Capture the lessons learned of the programme design and delivery for the purposes of future optimization.
3. Represent UNDP in the design for the in-person UN Resident Coordinator Induction Programme, including during the delivery of the programme;
 - a. Participate in and liaise with UNDOCO on the design and delivery of the UN Resident Coordinator Induction Programme;
 - b. Represent UNDP on the Design Team for said programme as well as during its delivery
 - c. Provide substantive inputs for internal discussions with UNDP key leaders;

The review and approval of final milestones will be at the discretion of the hiring unit.

3. PAYMENT MODALITIES

- Payment to the Individual Contractor will be made based on the lumpsum of the contract taking into account the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.
- The work week will be based on 35 hours, i.e. on a 7 hour working day (lunch time is not included), with core hours being between 9h00 to 17h00 daily.

4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

- Advanced University degree in Human Resources Management, Education, Learning and Development, Organization Psychology, Organization Development, or equivalent
- Specialized in facilitation of learning and development programmes with an emphasis on people management and coaching

II. Years of experience:

- Significant experience in designing and delivering leadership development programmes.
- At least 10 years' of relevant experience in the UN System.
- Demonstrated experience of working in UN leadership context (preferably at country level) is required.
- At least 10 years of relevant experience in human resources management, learning and development.
- Experience in applying best practices from the private sector in the UN context would be an asset.

III. Language:

Fluency in English is required. Knowledge of French or Spanish is an asset.

IV. Competencies:

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly

Functional Competencies:

- Excellent leadership skills with ability to lead a team of highly qualified learning and development professionals; working with tight deadlines
- Expertise in performance management and people development and demonstrated ability to design and deliver learning programmes for senior staff
- Excellent coaching skills and demonstrated ability to teach and instil the importance of coaching and mentoring as critical management skills
- Excellent facilitation and programme delivery skills
- Strong analytical, communication and organizational skills
- Strong written and verbal communication skills, in a multi-cultural setting
- Excellent interpersonal skills
- Senior leadership credentials

5. Application Procedure

- Qualified and interested candidates are hereby requested to apply using the following link:
http://jobs-intra.undp.org/cj_view_job.cfm?cur_job_id=63837

The application package containing the following **(to be uploaded as one file)**:

- Online application with brief description of why the Offer considers her/himself the most suitable for the assignment;
- Personal CV or P11, indicating all past experience from similar projects and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least three (3) professional references.

Shortlisted candidates **(ONLY)** will be requested to submit a **Financial Proposal**:

- The financial proposal should specify an all-inclusive daily fee (based on a 7 hour working day - lunch time is not included - and 21.75 days per month), including all envisaged travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. The daily fee included in the financial proposal must be all-inclusive and shall take into account various expenses expected to be incurred by the Individual Contractor during the contract period, including:
 - The Individual Contractor's daily professional fee;
 - The cost of travel from the home base to the duty station and vice versa, where such travel is required;
 - Living allowances needed while on the duty station, if the Individual Contractor is from another location;
 - Communications, utilities and consumables;
 - Life, Health and any insurance, as may be desired by the Individual Contractor;
 - Risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable;
 - Any other relevant expenses related to the performance of services under the IC.
- If the Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under a Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.
- The Financial Proposal is to be emailed to cpu.bids@undp.org as per the instruction in the separate email that will be sent to shortlisted candidates.

6. EVALUATION

Applicants are shortlisted based on Required Skills and Experience stated in the TOR. Having reviewed applications received, UNDP will invite the top two or three shortlisted candidates for interview. Please note that only shortlisted candidates will be contacted.

Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Being responsive/compliant/acceptable.

- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
- Technical criteria weight including Interview Score (70%).
- Financial criteria weight/Financial Proposal (30%).

Only candidates obtaining a minimum of 70% (490 points) of the maximum obtainable points for the technical criteria (700 points) shall be considered for the financial evaluation.

Technical evaluation - Total 70% (700 points):

- Significant experience in designing and delivering leadership development programmes. **Weight = 20%; Maximum Point: 100**
- At least 10 years' of relevant experience in the UN System. Additional years of experience after the first 10 years. **Weight = 15%; Maximum Point: 150**
- Demonstrated experience of working in UN leadership context (preferably at country level) is required. **Weight = 10%; Maximum Point: 100**
- At least 10 years of relevant experience in human resources management, learning and development. Additional years of experience after the first 10 years. **Weight = 15%; Maximum Point: 150**
- Experience in applying best practices from the private sector in the UN context would be an asset. **Weight = 5%; Maximum Point: 50**
- Interview: **Weight: 25%; Maximum Point: 250.** Only candidates that obtain more than 400 points on the technical score will be interviewed.

Financial evaluation - Total 30% (300 points)

7. CONTRACT AWARD

Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into contract with UNDP.

Any request for clarification must be sent by email to cpu.bids@undp.org

The UNDP Central Procurement Unit will respond by email and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all applicants.

ANNEXES

ANNEX 1- UNDP P-11 Form for ICs and SCs

ANNEX 2- Confirmation of interest and technical proposal templates

ANNEX 3 – Financial Proposal Template

ANNEX 3 - IC Contract Template with Consultant General Terms and Conditions

**Terms of Reference for a Consultant to support Talent Development Unit
in the Integrated Talent Management Team (ITM) in the Office of Human Resources (OHR) of the
UNDP Bureau for Management Services (BMS)**

Position Title	Consultant - Senior Management Induction Training - Design and Delivery of RR Induction & Country Office Leadership training
Type of Appointment	Individual Contractor
Duty Station	New York, NY, USA
Responsible to	Chief, Integrated Talent Management
Expected Start Date	7 to 14 of March 2016

BACKGROUND

The Integrated Talent Management Unit is responsible for designing strategies, solutions, tools and services that enable and facilitate more effective and impactful people decisions, and help shape a workplace where individuals thrive and teams excel. Its mission is to enable effective management of UNDP talent through full integration of all aspects of talent management and data from a variety of processes from recruitment, to performance management, learning, and development, and translates it into a coherent 'employee life cycle' centered around one competency framework aligned with the UNDP Strategic Plan.

The Unit includes several service lines e.g. competency management, job design and classification; talent sourcing, onboarding, and succession management; diversity, employee engagement, and staff well-being; performance management, talent development; learning and leadership development, and career management. It also includes a distinct service line for internal management consulting which enables strategic positioning, resources alignment and business process reengineering.

In this context the Talent Development Unit is a centre of expertise that designs and delivers state of the art learning and development solutions to UNDP staff worldwide. Through the delivery of large scale leadership development programmes; tailored development programs for key leadership roles; an extensive offering of high quality online courses on UNDP's core business and professional certification programmes as well as customized development planning and Career Management tools, it enables and supports UNDP staff to build skills, grow and leverage the power of learning across all areas of work.

The Talent Development Unit is now looking for an experienced consultant to design and deliver two of its face to face leadership development programmes: The UNDP Resident Representative Induction Programme for newly appointed UNDP Resident Representatives and The Country Office Leadership Programme for a target audience of newly appointed UNDP Country Directors and Deputy Resident Representatives. This work may divided into two separate assignments at the discretion of the hiring unit.

DESCRIPTION OF RESPONSIBILITIES

Under the overall guidance and supervision of the Chief, Integrated Talent Management, the consultant(s) will be responsible for the design and delivery of two tailored development programs for key leadership roles; the Country Office Leadership Programme and the Resident Representative Induction.

Key responsibilities will include:

- Review previous programme and refresh the design, develop and deliver the Resident Representative Induction Programme for a target audience of newly appointed UNDP Resident Representatives taking into account their individual learning needs;
- Review previous programme and refresh the design, and deliver the Country Office Leadership Programme for a target audience of newly appointed UNDP Country Directors and Deputy Resident Representatives;
- Act as facilitator and/or resource person on the two aforementioned programmes;
- Participate for UNDP in the design efforts led by UNDOCO for the UN Resident Coordinator Induction Programme, including during the delivery of the programme;
- Provide technical thought leadership on leadership development and learning in support of the deliverables of the Talent Development Unit.
- Any other duties as required.

Some of the envisaged deliverables will include:

1. Design, develop and deliver the in-person Country Office Leadership Programme for a target audience of newly appointed UNDP Country Directors and Deputy Resident Representatives;
 - a. Design of a programme that meets UNDP's corporate requirements of an induction programme for newly appointed UNDP Country Directors and Deputy Resident Representatives building on the successful elements of the previous programme, including assessing training needs;
 - b. Design of a module on People & Performance Management as a core part in the Country Office Leadership Programme to equip participants with skills and hands on approaches to effectively manage their teams;
 - c. Delivery of a successful face to face 5 day induction programme for UNDP Country Directors and Deputy Resident Representatives that incorporates the combined experience of both groups and prepares them for their new assignments;
 - d. Provide substantive inputs for internal discussions, including engaging with an on line community of participants, ;
 - e. Capture the lessons learned of the programme design and delivery for the purposes of future optimization.
2. Design, develop and deliver the in-person Resident Representative Induction Programme for a target audience of newly appointed UNDP Resident Representatives;
 - a. Design of a programme that meets UNDP's corporate requirements of an induction programme for newly appointed UNDP Resident Representatives building on the success of the previous programme including assessing training needs;
 - b. Delivery of a successful face to face 5 day induction programme for UNDP Resident Representatives that transcends the learning and insights necessary prepare them for their new assignments;

- c. Provide substantive inputs for internal discussions, including engaging with an on line community of participants;
 - d. Capture the lessons learned of the programme design and delivery for the purposes of future optimization.
- 3. Represent UNDP in the design for the in-person UN Resident Coordinator Induction Programme, including during the delivery of the programme;
 - a. Participate in and liaise with UNDOCO on the design and delivery of the UN Resident Coordinator Induction Programme;
 - b. Represent UNDP on the Design Team for said programme as well as during its delivery
 - c. Provide substantive inputs for internal discussions with UNDP key leaders;

TIMELINE AND DELIVERABLES

Deliverable	Due Date
Start Date	By 14 th of March 2016
First Draft of RR Indication Design	15 th of April 2016
Final design of RR induction	20 th of May 2016
Face to Face RR induction Workshop	13 th of June 2016 to 17 th of June 2016

Deliverable	Due Date
First Draft of Country Office Leadership Programme Training Design	<i>15 July 2016</i>
Final draft of Country Office Leadership Programme Training Design	<i>16 September 2016</i>
Face to Face delivery of Country Office Leadership Programme Training	<i>17th of October 2016</i> <i>To</i> <i>21st of October 2016</i> <i>Tentative(*)</i>

(*) These dates are still tentative.

APPLICATION PROCEDURES

Qualified candidates are requested to apply online via this website. xxxxxxxxxxxx

The application should contain:

- **Cover letter** - explaining why you are the most suitable candidate for the advertised position. Please paste the letter into the "Resume and Motivation" section of the electronic application;
- **CV and signed P11 form** - outlining past experience in similar projects/assignments. The P11 form can be obtained at: http://sas.undp.org/Documents/P11_Personal_history_form.doc
- **Financial Proposal*** - specifying a total lump sum amount in USD for the tasks specified in this announcement as well as the daily fee. The financial proposal shall include a breakdown of this lump sum amount, including a breakdown of the daily fee which must be all-inclusive and shall take into account various expenses expected to be incurred by the Individual Contractor during the contract period, including:
 - The Individual Contractor's daily professional fee;
 - The cost of travel from the home base to the duty station and vice versa, where such travel is required;
 - Living allowances needed while on the duty station, if the Individual Contractor is from another location;
 - Communications, utilities and consumables;
 - Life, Health and any insurance, as may be desired by the Individual Contractor;
 - Risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable;
 - Any other relevant expenses related to the performance of services under the IC. (number of anticipated working days, travel and any other possible costs).

Notes:

- The selected incumbent will be required to be present in New York for the duration of the consultancy. Therefore financial proposals should include travel costs if applicable.
- Interested applicants can submit proposal for either the RR induction or the Country Office Leadership Programme or both. Therefore all proposal should include a separate financial proposal for each of those trainings.
- Incomplete applications will not be considered. Please make sure you have provided all requested materials.
- Payments will be made only upon confirmation of UNDP of reception and approval of contract deliverables.

QUALIFICATIONS:

Education:

- Advanced University degree in Human Resources Management, Education, Learning and Development, Organization Psychology, Organization Development, or equivalent
- Specialized in facilitation of learning and development programmes with an emphasis on people management and coaching

Experience:

- Significant experience in designing and delivering leadership development programmes.
- At least 10 years' of relevant experience in the UN System.
- Demonstrated experience of working in UN leadership context (preferably at country level) is required.
- At least 10 years of relevant experience in human resources management, learning and development
- Experience in applying best practices from the private sector in the UN context would be an asset.

Language:

Fluency in English is required.

Knowledge of French or Spanish is an asset.

COMPETENCIES:**Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly

Functional Competencies:

- Excellent leadership skills with ability to lead a team of highly qualified learning and development professionals; working with tight deadlines
- Expertise in performance management and people development and demonstrated ability to design and deliver learning programmes for senior staff
- Excellent coaching skills and demonstrated ability to teach and instil the importance of coaching and mentoring as critical management skills
- Excellent facilitation and programme delivery skills
- Strong analytical, communication and organizational skills
- Strong written and verbal communication skills, in a multi-cultural setting
- Excellent interpersonal skills
- Senior leadership credentials

