

UNICEF Organizational Review

Clarifications and Response to Inquiries

Following inquiries by several companies, UNICEF Executive Office has decided to extend the deadline for submission from 6th January 2006 to the **Thursday 12th January 2006**. Given that the submission date is now January 12, the work is anticipated to start early February rather than late January as per the RFP.

Other clarifications requested are as follows:

The timing of related initiatives can be further clarified:

- ❖ **The strategic review of human resources management** - December 2005-June 2006
 - Inception and Rapid Organizational Assessment – Late Nov. 2005 to Early Jan. 2006
 - Diagnosis – Early Jan. to Mid March 2006
 - Strategy – Mid March to Mid April 2006
 - Focus on HRM processes – Mid April to End June 2006
- ❖ **Evaluation of the Supply function** - March-July 2006
 - Desk Review – Mid to Late March 2006
 - Consultation, interviews, field visits and data analysis – April to May 2006
 - Preparation of initial findings – End May to Mid June 2006
 - Completion of Draft Report – End June 2006
 - Finalizing the report – End July 2006
- ❖ **A review of UNICEF partnerships with civil society** - Phase 1 December 2005-March 2006
 - Inception – December 2005
 - Desk review – January 2006
 - Consultation, interview, and field visits – February 2006
 - Preparation of initial findings – March 2006
 - Final report – Mid April 2006
- ❖ **Business processes review** - March 2006 onwards, phase 1 to be completed end 2006
- ❖ **Review of resource mobilisation and advocacy in the industrialised countries** - Initial consultation November 2005, future plans to be developed
- ❖ **Proposed establishment of an enterprise risk management framework** - January 2006 onwards

Bidding Process

Will bidders be able to speak to UNICEF executives before submitting?

No.

Could you please confirm that you require financial proposals to be submitted in hard copy, but technical proposals in soft copy, as indicated in your request for proposal? Is it the same deadline for the reception of either proposals?

The technical proposal is sent in electronic version to the following email: unicefreview@unicef.org

The financial proposal must be sent by mail in a sealed envelop to the following **address:**

Office of the Executive Director
UNICEF House
3 UN Plaza
New York 10017

Both type of proposal need to be received by **January 12th, 2006.**

Financial and Technical Proposals

The Terms of Reference state that “organizational and logistic support to the team will be provided to the consultancy team probably by the project manager/facilitator and other staff”. Given the global span of this assignment, does this level of logistics support include translation of survey instruments and other documentation that may be used to solicit data and informant input?

For the purpose of the proposal, translation for survey and other instruments is not included in the support provided by UNICEF.

Can costs be stated as a monthly fee rather than individual fee rates?

Yes, as long as the effort level for each team member is specified.

Does the financial proposal require the data on the core staff for the entire year long assignment or only for those that may be engaged during the six month work plan called for the Terms of Reference?

The financial proposal should include data on the core staff for the entire assignment.

If it is UNICEF's intention that the second six months were to have a greater concentration on organizational development activities, we and other bidders would be better able to forecast resource requirements and shape a core team accordingly.

The first year will be dedicated to Phase I which includes the following components: organizational assessment, articulation of the strategic direction, organizational development strategy, organizational design. Organizational development components will come after the first year.

Composition of the team

Do all members of the team need to be multilingual?

No, the team as a whole has to have 2 UN languages, preferably 3.