

## Organisational review of UNICEF

### *Request for proposals*

#### 1. Introduction

While many gains have been made for the world's children, their situation remains grave in many countries. Making progress towards the Millennium Development Goals means not only striving to improve children's wellbeing and uphold their rights, but in many cases working to prevent a further decline in their situation resulting from persistent hunger and poverty and the effects of HIV/AIDS, armed conflict and natural disasters. While UNICEF's mandate on behalf of women and children has only been strengthened by world leaders' renewed commitment to the Millennium Development Goals (MDGs) and the Millennium Declaration (MD) at the recent UN Summit, it is essential for UNICEF to adjust to the changing environment, building on its existing strengths and its proven capacity to adapt and grow.

Some key challenges for UNICEF are:

- ❖ UN reform: UNICEF must be an inspirational leader on behalf of the world's children, whether in development or humanitarian contexts. It must also ensure that its management and leadership structure, business processes and systems equip it to be a fully effective and relevant player in all aspects of the reform and deliver on its commitments to children.
- ❖ Intensified support to countries for MDG achievement: as countries prepare their strategies to achieve the MDGs and the Millennium Declaration, UNICEF must continue to be the credible voice for children, contributing to public debate and policy formulation, equipped to provide governments with knowledge and ideas about how to produce results for children and the best ways to measure progress.
- ❖ Strategic partnerships: for UNICEF to maximize its contribution to achieving the MDGs, the organization needs to be open and responsive to the potential of new or expanded partnerships within and beyond the UN system, learning from others and making its knowledge available to them.
- ❖ Resource mobilization: to deliver on its development and humanitarian commitments for children and women, including the Core Commitments for Children in Emergencies (the CCCs), UNICEF will need to diversify and expand its funding sources, analysing its relationships with existing partners such as governments and National Committees with their more than five million donors and supporters, and seeking new ways of working with the private sector and internationally-oriented private philanthropists.
- ❖ Knowledge management and organisational learning: to accomplish its objectives, UNICEF needs to marshal knowledge from its own experiences and those of others, using it to improve its programming and advocacy strategies

UNICEF needs to adopt a culture of continuous improvement, anticipating change, and responding to it by capitalising on its strengths and identifying areas where the organisation itself may need to change. To do this, the organisation must address a range of questions. The answers will concern not just UNICEF's staff, its donors and its partners, but, more importantly, will directly affect UNICEF's ability to provide leadership on behalf of children everywhere. Questions to be answered include:

- ❖ How will UNICEF's implementation of the priorities set out in the Medium-Term Strategic Plan support its commitment to achieve the objectives of the MDGs and the Millennium Declaration for children?
- ❖ Are UNICEF's human and financial resources allocated in support of those priorities? Are these resources qualitatively and quantitatively adequate to achieve the objectives UNICEF has set itself in support of the MDGs?
- ❖ Do UNICEF's skills, leadership and management culture and organisational structure equip it to fulfil its leadership role for children?
- ❖ Where are the gaps in UNICEF's capacity and expertise which must be addressed for it to be flexible, responsive and prompt in producing the best results for children? How can UNICEF's own capacity best be supplemented by external expertise?
- ❖ How can UNICEF adapt most effectively to the evolving architecture of development aid and the changing priorities and practices of donors, including private funding sources? How can UNICEF leverage for the benefit of children the increasing role of bilateral donors, International Financial Institutions and global funds in providing direct assistance?
- ❖ Is UNICEF ready for the expanded partnerships (with the UN, with NGOs, with governments, with foundations and with the private sector) which are needed to achieve the MDGs, pursue the child rights agenda, and deliver the Core Commitments for Children? How can UNICEF become the partner of choice, sharing knowledge and resources for children and learning from others?
- ❖ How can UNICEF's structure, systems and business processes be redesigned and simplified to make it easier for UNICEF to produce results for children? What needs to be done to enable UNICEF to join with others, and to encourage others to work with us?

Given the challenges to be met and the questions to be answered, the Executive Director of UNICEF and her senior colleagues both at headquarters and in the field believe that a comprehensive review of how the organization carries out its work is timely. The Executive Director invited feedback during October and November from UNICEF staff and National Committees on the idea of an organisational review and received many comments which will influence the scale and scope of the review and the development of its detailed terms of reference.

A number of significant management reform initiatives are currently either already under way or at an advanced stage of design (see Annex). These include:

- ❖ Strategic Review of Human Resources Management mandated by the Medium Term Strategic Plan (starting December 2005)
- ❖ Evaluation of the Supply Function: effectiveness, efficiency and impact (starting February 2006)
- ❖ Review of UNICEF Partnerships with Civil Society (starting December 2005)
- ❖ Business Processes Review (currently being designed)
- ❖ Review of Resource Mobilisation and Advocacy in the Industrialised Countries (initial consultation held in November 2005)
- ❖ proposed establishment of an Enterprise Risk Management Framework (December 2005 onwards)

While the initiatives already under way will proceed, the design of the organisational review will take full account of their terms of reference, their methodology, and their interim findings and final recommendations. In some cases, the recommendations of the initiatives will feed directly into the development of the conclusions of the organisational review and of the organisational design. The review will also take full account of the outcome of the “Dubai consultation” (the 2004 meeting of all UNICEF Representatives and the heads of all National Committees) and of work carried out in recent years on leveraging resources for children (2004), updating of accountabilities (Copenhagen and Nyon), on the development of the Core Commitments for Children in emergencies, and on the formulation of the Medium-Term Strategic Plan 2006 - 2009, as well as work being done concurrently on UNICEF and UN reform.

Taking into account UNICEF’s proven abilities as a leader for children and women on the ground in 157 countries, the review will identify those areas where urgent reform or change is needed: some of these can be addressed immediately drawing both on UNICEF’s own knowledge and on best practice in not-for-profit organisations, while others will need longer-term approaches. The review will also design ways to build capacity to address current or future problem areas, bringing all of this together with existing initiatives into a coherent programme for change and organizational development.

## **2. Purpose of the review**

The overall purpose of the proposed review is threefold:

- ❖ To identify the strategic direction which ensures that UNICEF will continue to be a flexible and dynamic organisation which improves the lives of children and women by helping to meet their basic needs and advocating for their rights;
- ❖ To build the capacity of the organisation to maximise the effectiveness of its leadership and partnership on behalf of children;
- ❖ To enable the organisation’s senior leadership to take ownership of the strategic direction, and to build the motivation and commitment of the staff to it.

### 3. Focus and scope of the review

The review will be structured around three overlapping themes and their accompanying actions:

#### *Organisational assessment*

- ❖ a participatory organisational assessment which will arrive at a clear and shared idea of the strategic opportunities for UNICEF's leadership for children and women, the strengths and weaknesses of UNICEF in terms of programme, management, and human capacity, and the systemic or structural problems that may impede the organisation's ability to be an effective partner for children in a changing environment.

#### *Direction and strategy*

- ❖ a series of participatory strategic reflections on the future of UNICEF and its operations, based on the strategic priorities for children which UNICEF draws from the Millennium Development Goals, the Millennium Declaration, and the 2006 – 2009 Medium-Term Strategic Plan, and its mandate in relation to the Convention on the Rights of the Child. These reflections will also address the need to ensure that UNICEF plays a leading role in UN reform and that the implications of reform are integrated into every aspect of UNICEF (management, systems, policies, leadership, culture, and so on).
- ❖ based on these reflections, the articulation of a shared strategic direction for the future, showing how UNICEF will focus its resources to build further on its comparative advantage and its partnerships and alliances, and how it will be supported by an organisational design, systems and processes which support the effective delivery of programmes for children.
- ❖ The formulation of an organisational development strategy that integrates all the current and planned organisational strengthening initiatives into one cohesive and mutually reinforcing approach.

#### *Organisational capacity*

- ❖ the preparation of an organisational design which effectively supports programme, operations and external relations at all levels of the organisation and ensures that those levels can work together effectively, cohesively and harmoniously. The design will also accommodate the organisation's need to reinforce and continuously refresh its own capacity by drawing in various ways on external sources of knowledge and expertise.
- ❖ the redesign of those work processes which can be made more effective by immediate simplification and harmonisation, and the implementation of the redesigned processes.

These activities will constitute the first phase of the review. Although it is not anticipated that a comprehensive business plan would be developed by the end of the first phase, the consultants would be expected to define the main elements of such a plan which would then be elaborated at

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the beginning of the second phase. In this second phase, which will constitute a separate assignment or series of assignments and for which separate requests for proposals will be issued, the principal activities will comprise (a) the strengthening of management and leadership capacity throughout the organisation (including the management of programmes, management of people, management systems and tools, HRM, training, resource mobilisation, and so on) and (b) the building of expertise among managers and staff in organisational development approaches and techniques so that they can carry out their own assessments and develop their own plans for resolving problems within their control.

As can be seen from the above, this initiative is a comprehensive examination of UNICEF's capacity to implement its strategic direction, and an accompanying organisational development strategy that will build UNICEF's capacity to respond to the challenges it faces.

#### **4. The consultancy assignment**

UNICEF is seeking to engage a consultancy team to assist the organisation to design, manage and implement the first phase of the review and the organisational development programme, drawing on the knowledge and experience of UNICEF staff across the organisation, and on the expertise of its traditional, new and potential partners.

##### *TOR of the consultancy team*

The specific TOR of the consultants will be formulated in consultation with a UNICEF reference group, based on the three themes of the review.

The main tasks of the consultants will be:

##### ***Organisational assessment***

1. To carry out a participatory organisational assessment

##### ***Direction and strategy***

2. To facilitate the process of reflection and the articulation of the strategic direction
3. To draft the organisational development strategy, catalysing linkages among different organisational development activities

##### ***Organisational capacity***

4. To prepare an organisational design, based on the strategic direction and employing the organisational development strategy, and to design and implement changes in selected business processes

##### *Timeframe*

The consultancy assignment will begin in late January 2006 and be completed before the end of December 2006. An estimated 300 person-days of consultancy time will be required during that period.

## 5. Consultancy team

### Composition of the consultancy team

The consultancy company is expected to propose a team leader and a core team of other consultants. The team will include individuals with substantial expertise in organisational reviews and business process reviews, supported by knowledge of the development and humanitarian contexts within which the UN and UNICEF work.

Other consultants may be added to the team for specific assignments in consultation with the person appointed by the Executive Director as the UNICEF manager of the review. However, the Proposal should not include information on any additional staff.

The consultancy company is required to name, and to guarantee the participation of, the core team members.

### Competency profile of the consultancy company

The main competencies required from the consultancy company are listed below.

- a) Recognised expertise in all aspects of OD and change management and a substantiated track record of implementation of organisation-wide OD processes in large international organisations, including the United Nations.
- b) Expertise in organisational reviews and organisational design.
- c) Experience of working with and coaching CEOs or Executive Heads of large organisations and their senior management teams on OD, especially UN organisations.
- d) Experience of working with organisations that have complex field structures and knowledge of organisational issues pertaining to regionalisation and decentralisation.
- e) Experience in facilitating participatory strategic reflections and in the development of strategic plans.
- f) Expertise in business process reviews in large organisations.

The consultancy team will have excellent written and verbal communication skills in English and additional language skills (French and Spanish), experience of working in international and multicultural environments, including in the field, and should be knowledgeable about current development and humanitarian policy and the donor environment. The team should be gender-balanced and, ideally, multinational.

### Selection criteria

The selection of the consultancy company will be competitive based on its ability to meet this competency profile and cost. UNICEF is not bound to accept the lowest priced proposal, or any proposal.

The decision on the selection of the consultancy team will be taken primarily on the ability of the consultancy team to demonstrate the required competencies, together with cost considerations.

## **6. Accountability and management**

### Reporting arrangements

The Team leader will report to the Executive Director through a senior manager to be designated by the Executive Director. A reference group will also be formed to support the review.

### Organisational support to the team

A project manager or facilitator may be appointed.

Organisational and logistical support to the team will be provided to the consultancy team, probably by the project manager/facilitator and other staff.

The team will be expected to provide its own office space and equipment. When the Team is required to work in UNICEF offices, space will be provided.

### Reporting

The consultancy team will provide monthly progress reports and more detailed narrative and financial reports on each specific assignment or project that will be decided on in the context of the work plan.

## **7. Call for Proposals**

UNICEF invites proposals from suitably qualified companies with substantial, relevant consultancy experience in organisational development.

UNICEF would be interested to receive offers of part or full pro-bono support to the OD initiative, should this fall under a company's Corporate Social Responsibility or other relevant policy.

Please read and follow the instructions for submission of proposals carefully as only those matching the requirements can be considered. Please note the length restrictions on specific documents as extra material will be disregarded.

### Contents of the Proposal

The proposal should include:

- a) A brief overview of the consultancy company.

- b) The OD approach and methodology that would be used by the consultants, particularly focussing on organisational assessment and development of the OD strategy, together with a work plan for the first six months, approximately 150 person-days (max. 10 pages).
- c) A brief description of the expertise and experience of the company for each of the competencies required for this assignment (max. 5 pages).
- d) A list of the core team members proposed for this assignment and their CV/résumés, highlighting experience relevant to the assignment. Individual CVs should not exceed 4 pages.
- e) Three references from among recent clients of the company together with two references for each core team member.
- f) Certificate of incorporation.
- g) Financial proposal (to be submitted separately – see below).

Incomplete proposals cannot be considered. Any queries on the requirements should be directed to [unicefreview@unicef.org](mailto:unicefreview@unicef.org) by **Friday December 16, 2005**.

#### Technical proposal

Technical proposals should be submitted by email to [unicefreview@unicef.org](mailto:unicefreview@unicef.org). The deadline for submissions to reach this address is 5pm (New York time) on **Friday January 6, 2006**.

#### Financial proposal

In addition to the quality of the proposal and the suitability of the competency profile of the consultancy group, the principal financial criteria for selection will be the daily fee rates of the consultancy team.

Financial proposals should show daily fee rates per consultant and any company overheads and extra costs. Financial proposals should not include travel costs, which will be agreed with UNICEF after the award of the contract. All figures should be in US dollars

Payment is by results. Payment will be made in stages with allotments corresponding to the completion of key intermediate phases and products. Dates and sums will be negotiated with the consultant. No advance payment can be made under UNICEF contractual regulations.

Financial bids should be submitted separately in a sealed envelope clearly marked UNICEF Organisational Review and sent by mail to:

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

## **Annex: Other Initiatives related to the Organizational Review of UNICEF**

These include:

### **Strategic Review of Human Resources Management in UNICEF**

**(Nov. '05 – June '06)**

*“How well UNICEF is managing and enhancing its human resource capacity to reach its strategic objectives?”*

**Purpose?** The Review will provide an analysis of UNICEF management practice and culture as well as examine progress achieved over the last decade towards strengthening human resource management. The review will serve as a resource to all senior management, including the Executive Director, in planning the future direction, strategy and resourcing of HRM within UNICEF.

**What?** The review will consider to what extent UNICEF staff has the right competencies to meet the organization’s strategic goals and the measures required to ensure timely recruitment, organization-wide HR management, coaching and staff development, as well as the provision of efficient personnel services to staff.

### **Evaluation of UNICEF’s Supply Function (March – July '06)**

**Purpose?** The evaluation will examine how well UNICEF is placed to improve children’s access to essential commodities and to strengthen national capacity to make them available. The evaluation will test the relevance, efficiency, effectiveness (including cost-effectiveness) and impact of the UNICEF supply process on the access of children to essential commodities.

**What?** To evaluate and make recommendations for the enhancement of (a) the impact on children’s access to essential goods through supplies to programme countries and the capacity building of governments; (b) the efficiency, effectiveness and added-value of the Supply Division ‘business offering’. The evaluation will review the complete supply cycle in development programmes, as well as in supply and logistics for emergency operations. The evaluation will document the supply systems and capacity and assess UNICEF performance in supplying the right goods to right place at the right time and price.

### **Review of UNICEF's partnerships with Civil Society (Dec. '05 – March '06)**

*“How well is UNICEF performing as a partner organisation against principles and standards of good practice in partnership, as perceived by its civil society partners?”*

**Purpose?** The Review will provide an analysis of UNICEF practice in partnership and invite partner proposals for UNICEF improved effectiveness as a partner with civil society organisations.

**What?** The Review will facilitate an understanding and definition the different types of partnership; consult UNICEF's civil society partners, and review of experiences in building various types of partnerships.

### **Review of UNICEF's Business Processes (from March 2006 on)**

**Purpose?** The Review aims to simplify, clarify, standardize and speed up business practice, thereby liberating UNICEF staff time and improving management of UNICEF's work on behalf of children.

**What?** The Review will (1) test the extent to which perceived process problems are due to the processes themselves versus lack of skill or knowledge, or misapplication of business processes and associated systems; (2) examine business processes for their fit with UNICEF's commitment to Results Based Management and make proposals for the revision of processes and their accompanying systems to strengthen RBM; (3) glean best practice from other like agencies; and (4) inform the future design or redesign of UNICEF's IT systems.

### **Enterprise Risk Management Framework (December 2005 onwards)**

**Purpose?** UNICEF, in line with best practice, seeks to introduce Enterprise Risk Management (ERM) across the organization in a way that recognizes and utilizes its current risk management activities.

**What?** As a first step, a consultant has been engaged to provide a document, based on document review and interviews with senior managers, describing the elements of a Risk Management Framework for UNICEF. This will form the basis of a detailed work plan for implementation in 2006.