

IUCN ESARO Organisational Review & Design At International Union for Conservation of Nature

Request for Proposals (RfP)

IUCN ESARO Organisational Review & Design

IUCN Eastern & Southern Africa Regional Office, Nairobi

RFP Reference: IUCN-2025-02-HR

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal.

1. REQUIREMENTS

1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

2. CONTACT DETAILS

2.1. Please address your proposal and all correspondence and questions to the IUCN Contact: IUCN Contact: jolly.chemutai@iucn.org

3. COMPLETING AND SUBMITTING A PROPOSAL

3.1. Your Proposal must consist of the following:

- Signed Declaration of Undertaking (see Attachment 2)
- Method statement explaining how you will address the Terms of Reference in Attachment 1;
- If bidding as an independent Consultant, attach an up-to-date detailed CV indicating experience, skills and qualifications, and evidence of managing similar assignments;
- If bidding as a Company, attach a detailed Company profile indicating history, mission, company values, services offered, key personnel, target market, achievements, and contact details;
- CVs of key personnel who will handle this assignment;
- Company's experience in executing similar assignments;
- Financial proposal including your daily rates and a total lump-sum price. Proposal rates and prices shall be exclusive of Value Added Tax and must be in Kenya Shillings.

Proposals must be prepared in English.

4. CONFIDENTIALITY AND DATA PROTECTION

4.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your proposal in its entirety for 10 years and make this available to internal and external auditors and donors as and when requested.

4.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your proposal. Where you include personal data of your employees (e.g. CVs) in your proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 4.1. Without these permissions, IUCN will not be able to consider your proposal.

5. ABOUT IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together. Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network,

harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples' organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org

<https://twitter.com/IUCN/>

6. ATTACHMENTS

Attachment 1 Specification of Requirements / Terms of Reference

Attachment 2 Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)

Terms of Reference (ToRs)

Organizational Review & Development Consultant

- ESARO Corporate Services

1.0 Background Information

The ESARO regional programme portfolio has grown significantly over the years, however, there has been minimal investment in our management and implementation capacity to deliver the increased size, complexity and scope of our programmes including the corporate services structures required to manage the risks associated with this growth.

ESARO Corporate Services remains a useful vehicle for enabling programmatic teams meet the commitment of IUCN to position itself effectively in line with our vision. Additionally, corporate services units are responsible for managing the organization's internal operations across different countries, ensuring compliance with local regulations, and facilitating smooth day-to-day functioning to support the achievement of IUCN's overall goals on a global scale; essentially acting as the backbone for the organization's administrative needs across various locations.

The ESARO Regional Management Team (RMT) which has a responsibility to support ESARO staff, teams, and partners to do the best they can in their roles, with the resources they need is concerned about effective quality delivery of its growing portfolio, the need to remain agile as a region and manage regional risks that have come with this growth and wish to have the current delivery model reviewed to ensure we are fit for purpose.

Against this background, IUCN ESARO wishes to engage an organizational development consultant to support in the review of all corporate services functions, structure, people capabilities, mandate, service delivery model and processes.

2.0 Objective

The Organizational Review & development Consultant will specifically conduct a functional review of the following ESARO corporate services departments: Finance and Administration, Grants, Human Resources, IT, Procurement, Monitoring & Evaluation, Communications, Membership.

The primary objectives of this review are:

- To assess the current organizational structure for alignment with the organization's strategic priorities.
- To identify opportunities to align or reorganize departments for greater operational efficiency, synergy, and effectiveness.
- To develop and recommend a more focused organizational structure that supports the long-term

development and success of each unit.

- To ensure that roles, responsibilities, and workflows within the organization are clearly defined and effectively communicated.

3.0 Scope of the assignment

The consultant will undertake the following tasks:

- Use feedback from the Focused Group Discussions (FDGs) and RLT to understand current challenges, bottlenecks, and opportunities for improvement.
- Conduct a comprehensive review to assess the efficiency and effectiveness of the existing corporate services structure, including departments, reporting lines, and workflows.
- Assess workflow procedures to identify potential opportunities to align, consolidate, or reorganize departments to maximize efficiency, reduce redundancy, and enhance cross-functional collaboration.
- After review of each unit's mandate propose staffing solutions and development plans to meet the needs of the aligned structure, ensuring each department is well-equipped to support the organization's growth.
- Recommend any necessary structural changes, including new positions, reallocations, or adjustments to reporting lines and responsibilities.
- Provide a development plan to enhance the capabilities and growth potential of each unit, ensuring alignment with overall organizational goals.
- Present findings in a clear and actionable final report, including a new organizational structure, staffing recommendations, and a plan for development.

4.0 Deliverables

- Diagnostic Report: A summary analysis of the current organizational structure, including key challenges, inefficiencies, and opportunities for improvement.
- Proposed Organizational Chart: A revised organizational structure reflecting recommended department alignments, mandates, new roles, realigned Terms of reference and updated reporting lines, and key performance indicators.
- Development Plan: A focused plan for the growth and development of each department, including training programs, capacity-building initiatives, and performance management strategies.
- Final Report: A comprehensive report summarizing the entire review process, findings, and actionable recommendations for implementation.

5.0 Key competencies and experience

5.1 Essential

- Master's Degree or equivalent in Human Resource, Business
- Administration, Social Sciences or a related field is required.
- Minimum 10 years of working experience on issues related to organizational development or institutional strengthening for an international development organization.
- Demonstrated experience in conducting similar capacity assessments or functional reviews.
- Proven experience in change management in INGOs
- Excellent HR credentials at a strategic level
- Understanding of the context of human resources in ESARO
- Strong business acumen
- Proven experience in designing OD strategies, capacity assessment, and capacity development plans development
- Proven experience conducting functional reviews
- Ability to work under strong pressure and strict deadlines
- Strong command of English, both spoken and written
- Strong facilitation skills
- Strong analytical skills
- Prior working experience with IUCN ESARO

6.0 Duration, Reporting, Location

The estimated level of effort for this assignment is expected to take approximately 21-man days

between 1st March 2025 and 31st March 2025. The work will be conducted both in person in Nairobi, Kenya and remotely with weekly updates provided to Regional Director.

7.0 Key Relationships

The Consultant will report to the Regional Director and work closely with the RMT, namely Regional Programme Coordinator, Regional Head of Finance & Administration, and Regional Head of Human Resources. Other key stakeholders of this consultancy are designated functional heads for their respective corporate services units.

8.0 Obligations of the Consultant

The Consultant is expected to be fully self-sufficient in terms of office space, supplies, communications, and computer tools during the period of the assignment. The consultant is expected to discharge his/her responsibilities with diligence and to the expected professional standards in terms of both skills and integrity.

9.0 Obligations of the Client

IUCN ESARO shall provide access to reference materials and any relevant existing reports, data and information that may be required by the successful consultant. The Regional Management Team will also be available for interviews and discussions to enable the Consultant to carry out the assignment efficiently.

DECLARATION OF UNDERTAKING in relation to RfP IUCN ESARO Organisational Review & Design.

I, the undersigned, hereby confirm that I am an authorised representative of the following organisation:

Registered Name of Organisation (the "Organisation"): _____

Registered Address (incl. country): _____

Year of Registration: _____

I hereby authorise IUCN to store and use the information included in the attached Proposal for the purpose of evaluating Proposals and selecting the Proposal IUCN deems the most favourable. I acknowledge that IUCN is required to retain the Proposal in its entirety for 10 years after then end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

Where the Proposal includes Personal Data as defined by the European Union's General Data Protection Regulation (GDPR), I confirm that the Organisation has been authorised by each Data Subject to share this Data with IUCN for the purposes stated above.

I further confirm that the following statements are correct:

1. The Organisation is duly registered in accordance with all applicable laws.
2. The Organisation is fully compliant with all its tax and social security obligations.
3. The Organisation and its staff and representatives are free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. The Organisation agrees to declare to IUCN any real or perceived emerging conflicts of interests it or any of its staff and representatives may have concerning IUCN. The Organisation acknowledges that IUCN may terminate any contracts with the Organisation that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. None of the Organisation's staff has ever been convicted of grave professional misconduct or any other offence concerning their professional conduct.
6. Neither the Organisation nor any of its staff and representatives have ever been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. The Organisation acknowledges that engagement by itself or any of its staff in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with the Organisation with immediate effect.
8. The Organisation is a going concern and is not bankrupt or being wound up, is not having its

affairs administered by the courts, has not suspended business activities, is not the subject of proceedings concerning those matters, or in any analogous situation arising from a similar procedure provided for in national legislation or regulations.

9. The Organisation complies with all applicable environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection.

10. The Organisation is not included in the UN Security Council Sanctions List, EU Sanctions Map, US Office of Foreign Assets Control Sanctions List, or the World Bank listing of ineligible firms and individuals. The Organisation agrees that it will not provide direct or indirect support to firms and individuals included in these lists.

11. The Organisation has not been, is not, and will not be involved or implicated in any violations of Indigenous Peoples' rights, or injustice or abuse of human rights related to other groups or individuals, including forced evictions, violation of fundamental rights of workers as defined by the International Labour Organization's (ILO) Declaration on the Fundamental Principles and Rights at Work, child labour, sexual exploitation, sexual abuse, or sexual harassment.

<Date and Signature of authorised representative of the Proposer> < Name and position of authorised representative of the Proposer

DECLARATION in relation to RFP IUCN ESARO Organisational Review & Design

I, the undersigned, hereby confirm that I am self-employed and able to provide the service independent of any organisation or other legal entity.

Full name (as in passport):

Home or Office (please delete as appropriate) Address (incl. country):

I hereby authorise IUCN to store and use the information included in the attached Proposal for the purpose of evaluating Proposals and selecting the Proposal IUCN deems the most favourable, including Personal Data as defined by the European Union's General Data Protection Regulation (GDPR). I acknowledge that IUCN is required to retain my Proposal in its entirety for 10 years after then end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

I further confirm that the following statements are correct:

1. I am legally registered as self-employed in accordance with all applicable laws.
2. I am fully compliant with all my tax and social security obligations.
3. I am free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. I agree to declare to IUCN any real or perceived emerging conflicts of interests I may have concerning IUCN. I acknowledge that IUCN may terminate any contracts with me that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. I have never been convicted of grave professional misconduct or any other offence concerning my professional conduct.
6. I have never been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. I acknowledge that engagement in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with me with immediate effect.
8. I am not included in the UN Security Council Sanctions List, EU Sanctions Map, US Office of Foreign Assets Control Sanctions List, or the World Bank listing of ineligible firms and individuals. I agree that I will not provide direct or indirect support to firms and individuals included in these lists.
9. I have not been, am not, and will not be involved or implicated in any violations of Indigenous Peoples' rights, or injustice or abuse of human rights related to other groups or individuals, including forced evictions, violation of fundamental rights of workers as defined by the International

Labour Organization's (ILO) Declaration on the Fundamental Principles and Rights at Work, child labour, sexual exploitation, sexual abuse, or sexual harassment.

<Date and Signature>

How to apply

Step 1: Acquire Tender Documents

Obtain the relevant tender documents.

Step 2: Review Requirements

Thoroughly read the tender specifications, terms, and conditions.

Step 3: Prepare Proposal

Prepare your proposal as guided, ensuring all the required information is included.

Step 4: Submission

Submit your completed proposal by **3rd, March, 2025, 12:00pm** via the email address jolly.chemutai@iucn.org