

Workforce Planning Review of UNAIDS Secretariat Headquarters and Regional Offices (RFP-2011-22)

Answers to questions from potential bidders

1. How does the UNAIDS Secretariat collaborate with the Cosponsors in defining activities, and the level of related resources?

The UNAIDS 2011-2015 Strategy, as well as the instrument intended to translate it into action, the UNAIDS Unified Budget, Results and Accountability Framework (UBRAF), are both the outcome of a consultative process with a broad range of stakeholders and a collaborative approach involving not only staff of UNAIDS Secretariat and all Cosponsors at global, regional and country level, but also Governments, civil society, foundations, programme funders and other international organizations.

The UNAIDS 2011-2015 Strategy was approved by UNAIDS Board in December 2009, and sets out a transformative agenda for the global response to AIDS. The 2012-2015 UBRAF is currently being developed, aiming to demonstrate how the strategic focus and catalytic role of UNAIDS in leveraging commitment and resources will achieve progress towards UNAIDS long term vision. In the present resource environment with increased competition for resources, the UBRAF aims to clearly show the expected results and the value added of UNAIDS, the link between investments and results, how national partners can continue to count on the Joint Programme for support, and why donors should continue resourcing UNAIDS.

The UBRAF incorporates three components:

- A Business Plan that provides a framework to capture the contribution of the Joint Programme to translate the goals of UNAIDS Strategy into action
- A Results and Accountability Framework that will measure the achievements of the Joint Programme and provide a clear link between investments and results.
- A Budget to fund the core contributions of the Cosponsors and Secretariat

Focus is intended to be on results at country level and target programmatic areas and countries where the biggest impact can be achieved while continuing UNAIDS work in other countries. A new operating model, including clear resource allocation criteria, annual rolling workplans, and reviews involving all key stakeholders to strengthen accountability will be part of the UBRAF.

The draft UBRAF is currently available online for stakeholders' consultation and comments:

http://www.unaids.org/en/media/unaids/contentassets/documents/document/2011/ubraf/UNAIDS_UBRAF_12042011.pdf

**2. How much interaction will be needed with the regional and country offices?
How much time is the contractor expected to spend at UNAIDS regional offices?**

The workforce planning review of UNAIDS HQ and Regional Support Teams (RSTs) staffing, and the ensuing recommendations, is expected to duly take into consideration the field perspective, both through the examination of relevant analyses recently carried out (including the UNAIDS country office typology exercise), and consultations with key stakeholders. Previous work at the country level will need to be taken into account in the development of an integrated UNAIDS workforce strategy.

It is noted that all RSTs have video-conferencing facilities. Bidders are, therefore, encouraged to provide details on an adequate consultative process, mindful of logistical and cost implications.

3. Does the UNAIDS Secretariat map posts, staff, and related costs?

The HR Division has a staffing table. The Planning and Budget Division maintains a table with UNAIDS posts by funding source and contract type. This information would be made available to the contractor.

4. Does the UNAIDS Secretariat have a comprehensive set of job descriptions for each post/function across the organization, aligned to the actual roles/responsibilities of the individual staff?

Job descriptions exist for each position, but standardized job descriptions exist primarily for functions at the country level.

5. Does the UNAIDS Secretariat have specific operating cost savings targets and deadlines?

The UNAIDS Executive Director has identified cost savings targets in certain areas (e.g. travel). The UNAIDS Secretariat aims to achieve savings in overall operating costs but has not set specific targets.

6. On the side of the UNAIDS Secretariat, who would work as focal point and supporting team?

The Deputy Executive Director, Management and External Relations (DXD MER) will appoint a senior manager as focal point and to manage daily relations with the contractor. The senior manager will be supported by a small, cross-Secretariat working group.

No secretarial support will be made available by the UNAIDS Secretariat.

7. Can the findings of the UNAIDS country office typology exercise be shared?

The country-by-country reviews linked to the UNAIDS country typology exercise have recently been completed, and recommendations made. However, these have not yet been considered by senior management. Consequently, they cannot be shared at this time. They would be shared with the selected contractor.

8. Can a bid be submitted only electronically?

Sec. 1.11 of the RfP, "Format and Signing of Proposals", describes two bids submission modalities: hardcopy and electronic. Should bidders opt for the latter, they are kindly asked to comply with Note 2 in Sec. 1.11. In this case, hardcopies will not be required.

9. Must the project begin early May, or would other timeframes be considered by UNAIDS?

The review is expected to start as soon as the contract concluded. The official opening of technical bids received will take place the day after the deadline for submission, 28 April 2011, and the review of proposals will start immediately thereafter.

10. To what extent might the project team be able to work remotely, i.e. not at UNAIDS premises?

The contractor is expected to interact with key UNAIDS Secretariat stakeholders, which would require frequent physical presence. However, there may be aspects of the functional review that could be effectively implemented without physical presence in UNAIDS premises and face-to-face interaction, provided the contractor can ensure *"ability to conduct engagements on a short-term notice onsite in Geneva for interviews and consultation meetings"*, as specified in Sec. 1.2.5 of the RfP.

11. Would it be possible to start the review in a UNAIDS regional office?

It would be necessary to begin the process at Headquarters, where one third of the Secretariat staff is located.

12. In Sec. 1.2.5 of the RfP it is written that the consultancy must have "*staffing dedicated to workforce planning consulting on a full-time basis*". Would it be acceptable to have staff are who are specialists in organizational design and workforce strategy?

All requirements outlined in Sec.1.2, "Characteristics of the bidder", are considered extremely important for the implementation of the review. However, in light of the objectives of the exercise (pg. 6 of the RfP) being "*(t)o review UNAIDS Secretariat functions at HQ (including Liaison Offices) and regional level and, taking into account reviews of the country level, align overall Secretariat staffing with the organizational vision, mission and UNAIDS Strategy by developing a **workforce strategy** (...)*" [emphasis added], bids from companies having staff dedicated full-time to organizational design and in workforce strategy may also be considered.

Errata corrige

In Sec. 4.13, pg. 21 of the RfP, it is incorrectly stated that one of the UNAIDS Regional Support Teams (RST) is located in Port-au-Prince. Kindly note that the RST for the Caribbean region is located in Port of Spain (Trinidad and Tobago).

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