

Request for Offer

Organization Design & Development Advice for GICHD's Strategy

Introduction

The [Geneva International Centre for Humanitarian Demining](http://www.gichd.org) (GICHD) is pleased to invite qualified consultants to submit an offer for the provision of the description the services described below as per requirements set out in this request for offer.

Reference number: RFO/2022/ORGDEV

Issue date: 26 January 2022

Deadline for submission of the Request for offer form: 10 February 2022, 08:00, GMT+1.

Currency: The proposal and quotation shall be presented in Swiss Francs (CHF)

Language: The proposal and quotation shall be submitted in English

Submit to: consultants@gichd.org cc: s.hellen@gichd.org

Background

The Geneva International Centre for Humanitarian Demining (GICHD) works toward reducing risks to communities stemming from explosive ordnance, with particular focus on mines, cluster munitions, other explosive remnants of war and ammunition storages. The Centre helps develop and professionalise the sector for the benefits of its partners: national and local authorities; donors; the United Nations; other international and regional organisations; non-governmental organisations; commercial companies; and academia. It does so by combining three distinct lines of service: field support and capacity development and advice; multilateral work focused on norms and standards; and research and development focused on cutting-edge solutions.

The GICHD's 2019-2022 strategy aims to help the mine action and ammunition management sectors in their work to reduce the risk to communities caused by explosive ordnance. The GICHD's four Strategic Objectives – supporting the implementation of relevant conventions, the protection of communities from explosive harm, the safe return of land and infrastructure to people, and the achievement of gender equality and inclusion – guide the GICHD's work.

The GICHD has grown substantially in recent years in the scope of programmatic work as well as overall staff headcount. The organization's systems and structures have been updated at varying paces, striving to keep up with both the overall organization growth as well as to adapt to new ways of working.

The capacity to adapt to changing working environments and evolving needs is fundamental for any organization to remain relevant and for its work to stay effective and efficient. This applies not only to the way an organization works externally (its role towards the "outside world"), but also to the way it functions internally. To maximize coherence, efficiency and effectiveness, such adaptations should be guided by strategic understandings of three key aspects: how to ensure that internal practices reflect the values and principles that the GICHD follows in its work with/to the benefit of external stakeholders; how the Centre can ensure it remains "fit for purpose" as the working environment evolves; what priorities should be pursued in the next strategic cycle to ensure that both of these aspects are realized. These themes will be captured in an "institutional development" pillar that the GICHD will include in its 2023-2026 strategy.

Type of Consultancy

The purpose of this consultancy is to augment the GICHD staff who are contributing to drafting the institutional development pillar of the strategy with subject matter expertise in organization design and development. The

GICHD has assembled a task force of 8 members representing all the organization's divisions, which will contribute to drafting the institutional development pillar for the strategy. Bringing organizational development subject matter specialization, this consultancy will draft documents and provide expert guidance.

Activities, Deliverables and Timeline

1. Partner with the GICHD lead to refine the approach to draft the institutional development pillar
2. Conduct a desk review of key documentation to understand the context
3. Meet with members of the GICHD management board to understand their expectations for the institutional development pillar
4. Draft the institutional development pillar by:
 - a. Conducting an external scan to identify examples of good practices and emerging trends; compile, summarize and present findings (by March 4)
 - b. Facilitating a workshop (on or about March 14) among task force members that will result in a first draft of:
 - i. common definition of institutional development
 - ii. values, management and working principles that capture the organizational culture we aspire to achieve
 - iii. specific objectives that reflect the desire to ensure that internal practices reflect values and principles of the organization and that the organization is fit for purpose in an evolving working environment
 - c. Drafting narrative that describes GICHD's strategic aspirations for institutional development and a matrix of goals and objectives with indicators regarding outcome and impact (by March 18)
 - d. Refining and revising iterations of the institutional development draft, based on planned internal and external reviews (late March to late May)
5. Draft an action plan that will put the institutional development pillar in motion by (summer/fall, dates and methodology to be mutually agreed):
 - a. Take stock of purpose, status and create an inventory of current and recent initiatives within GICHD that are related to institutional development
 - b. Facilitate gathering GICHD input to draft:
 - i. activities/initiatives that shall be taken to ensure that overarching goals as well as specific objectives are met
 - ii. prioritization of activities and initiatives
 - c. Create an action plan to align with the strategy period (2023-2026), with a results matrix that aligns with the GICHD's monitoring & evaluation methodology
 - d. Refine and revise iterations of the action plan, based on internal and external reviews
6. Present work products to internal and external stakeholders, as requested (throughout engagement)

The timeframe and content of the project that the consultancy will support may be subject to change.

Specific Knowledge, Experience and Qualifications

All of the following qualifications are required for this engagement:

1. The consultant must have proven experience and competence defining organizational development components within overall organization strategies.
2. The consultant must have expertise in:
 - a. Organization strategy
 - b. People strategy and performance
 - c. Career and work architecture
 - d. Organization cultural transformation

- e. Organization design
 - f. Change management
3. The consultant must be able to integrate gender and diversity considerations into their work. The GICHD implements a [Gender Equality and Inclusion Policy](#) and commits to gender equality and inclusion as a criterion in the evaluation of consultant and supplier services. The GICHD seeks to promote gender balance and diversity among staff and consultants and encourages people from explosive ordnance affected countries to apply.
 4. The consultant must hold an independent position; in particular, they cannot be an employee of the Swiss Federal Administration, the GCSP, GICHD or DCAF, a direct project partner of the three Centres, or have been employed by these institutions within the past 24 months.

Project Coordination

The Head of the GICHD's Information Management Division will serve as project manager and task force lead. Throughout the period of this engagement, the consultant will coordinate regularly with the project manager to define, review and update assigned activities and schedules.

Location

The work will be conducted remotely from the consultant's place of business. If COVID conditions permit, travel to Geneva is expected once to facilitate an onsite workshop.

Legal Requirement

Interested candidates/entities must provide a guarantee that they are registered as an independent legal entity. By applying to the tender, the applicant authorizes the GICHD to use their personal information to administer the tender and for internal purposes only. Such information will not be passed onto other parties without first obtaining the applicant's explicit written consent. For more information about data protection or the applicants' rights, see the GICHD [data protection notice](#).

Proposal Format

Each applicant must submit the following:

1. A **technical offer** describing concepts, ideas, and methodologies that the consultant will bring to this engagement, including a **qualifications statement** specifying past performance and experience that explains the consultant's relevant subject matter expertise (maximum 3 pages plus additional pages allowed for samples of prior work);
2. A **financial offer** specifying the consultant's daily fee multiplied by anticipated working days, travel costs (1 trip to Geneva to be onsite for up to 5 working days), as well as any other relevant costs (costs for equipment such as laptops, software, and connectivity are not covered by the GICHD and must be included in the consultant services at no extra cost);
3. Curriculum Vitae; and
4. Two reference contact details.

Successful applicants will be contacted to discuss specific contractual matters following the deadline for submissions. All applicants will be contacted and informed of the status of their applications.