

# SEforALL Terms of reference

## Consulting Services for Staff Survey and Review of SEforALL's Human Resources Skills and Skills Mapping

19 | 07 | 2021

---

### SEforALL Background

Sustainable Energy for All (SEforALL) is an international organization working with leaders in government, the private sector and civil society to drive further, faster action toward achievement of Sustainable Development Goal 7 (SDG7), which calls for universal access to sustainable energy by 2030, and the Paris Agreement, which calls for reducing greenhouse gas emissions to limit climate warming to below 2° Celsius.

Achieving these goals will require a radical rethink of the way we produce, distribute, and consume energy. SEforALL is at the heart of this foundational shift to ensure no one is left behind. Drawing on data and evidence, we identify a critical path to success in achieving SDG7.

Former UN Secretary-General Ban Ki-moon launched the Sustainable Energy for All initiative in 2011. Now an independent organization, we maintain close links with the UN, including through a relationship agreement, partnerships with UN agencies and with SEforALL's CEO acting as the UN Secretary-General's Special Representative for Sustainable Energy for All and Co-Chair of UN-Energy. These roles include advising the UN Secretary General and his staff on issues relating to sustainable energy and the implementation of SDG7 and supporting the coordination of sustainable energy issues in the United Nations system.

The ambitions of SDG7 are extraordinary. Aiming to achieve them in the context of the Paris Agreement on climate change involves transformation at a scale never undertaken before. Swift action must be taken by leaders in governments, private sector companies, institutions, financiers, development banks, unions, communities, entrepreneurs, and civil society. As we enter the final decade to achieve SDG7, SEforALL has strategically chosen to strengthen global agenda-setting while expanding its activities to an engagement model that prioritizes data-driven decision-making, partnerships with high-impact countries and implementation on the ground. The new SEforALL three-year business plan outlines "results offers" that scope out our planned interventions and demonstrate to our funding partners the impact of their support. <http://www.seforall.org>

### Context and scope of work

In 2020, SEforALL developed a new and ambitious 3-year Business Plan 2021-2023 (<https://www.seforall.org/who-we-are>) which necessitated the reorganisation of team structures to deliver on our programmes more effectively, resulting in the establishment of a new organizational team structure.

SEforALL currently employs some 60 plus full-time professionals, operating out of the SEforALL headquarters in Vienna, Austria, with smaller teams located in Washington DC and New York City.

SEforALL proposes to conduct a Staff Survey to understand the current organizational climate and gain insight into current staff sentiment; and carry out a review of skills capabilities across the organization to help

and support the CEO and the Leadership Team to align capabilities and ways of working with the very ambitious work plan for 2021 and beyond.

To support this, SEforALL seeks the services of an independent organization(s) to carry out the following two tasks:

- 1. Staff Survey:** Develop and conduct an organization-wide employee survey. The survey should be designed to establish a baseline of employee sentiment, allow SEforALL to begin to track this over time by holding annual staff surveys and comparing results to previous years' survey results, and allow for all employees to have a mechanism for anonymous feedback.

The questions will be developed by the consultant in consultation with the Administrative Board representative or if delegated, the Human Resources Director. The results of the survey will be analyzed to provide an understanding of the current organizational climate and provide specific recommendations for action to address employee concerns.

Expected Output: Produce an Employee Survey Results report along with recommendations for actions. Present the full results, report, and recommendations to the Administrative Board, then to the CEO and Leadership Team, followed by a presentation to all SEforALL staff. Presentations will be conducted remotely.

Appointment to this contract does not guarantee future appointments to carrying out the Annual Staff Surveys.

- 2. HR Review and Skills Assessment:** Carry out an independent skills audit to determine job demands, current individual and team capabilities, and alignment to need, potential for development of current employees to meet skills that are needed now, and skills that may be needed in the future (buy, build or borrow) and link findings to address the question of whether the current capabilities and SEforALL organizational structure are appropriate to delivering SEforALL's three-year workplan.

Expected Output: Produce a Human Resources Review report along with recommendations for actions. Present the full results, report, and recommendations to the Administrative Board, then to the CEO and Leadership Team, followed by a presentation to all SEforALL staff. Presentations will be conducted remotely.

## Approach, Timeline, and Deliverables

**Approach:** The selected service provider will maintain close contact with the designated Administrative Board representative or if delegated, the Human Resources Director. The Human Resources Director will facilitate access to documentation, and relevant SEforALL employees as needed.

The Administrative Board representative or if delegated, the Human Resources Director, will review materials on the request of the service provider.

**Timeline:** The deliverables and timeline for the projects are as follows:

Deliverables	Key Actions	Estimate from appointment	Timeline
Stage 1	<b>Project set Up (Objective 1 and 2)</b>		
	Selected service provider will submit a project plan that includes at least the plan of activities, communication plan, needs in terms of all the required resources to deliver the project, such as information on SEforALL and programme teams (e.g.,	1 week	

	Business Plans, Programme KPIs, organisational structures etc), approach to implementation and progress tracking, and reporting as well as a project road map.	
	Project Inception Meeting	1 week
	Design and develop and have approved the questions and tools to be utilized in the surveys	2 weeks
<b>Stage 2</b>	<b>Project implementation</b>	
	<b>Specific for Objective 1</b> <ul style="list-style-type: none"> <li>• Review relevant documentation</li> <li>• Collaborate with HR/ Administrative Board to design the staff Survey Questions</li> <li>• Employees respond to questions online on the service provider's tool</li> <li>• Interview employees if necessary</li> <li>• Data Analysis</li> <li>• Draft report preparation and recommendations</li> </ul>	6 weeks
	<b>Specific for Objective 2</b> <ul style="list-style-type: none"> <li>• Review relevant documentation</li> <li>• Interview employees / teams to understand their critical skills and competencies for programmes of work and identify gaps</li> <li>• Interview managers to understand critical skills and competencies for programmes of work and identify gaps</li> <li>• Identify whether current skills are aligned to the organizational and team needs.</li> <li>• HR submits up to date Job Descriptions and other required information</li> <li>• Employees submit any requested information e.g., competencies/CVs if required</li> <li>• Data Analysis</li> <li>• Draft report preparation and recommendations</li> </ul>	6 weeks
<b>Stage 3</b>	<b>Findings Presentation (Objective 1 &amp; 2)</b>	
	Presentation to the Administrative Board	7 weeks
	Presentation to the CEO and Leadership Team	7 - 8 weeks
	Presentation to All employees	7 - 8 weeks
	Final report incorporating any additional feedback from the presentations. Handover of data and materials to SEforALL HR team (feedback from presentations, final written reports and recommendations, presentations, and infographics)	9 weeks

Specific dates will be agreed once the award is made.

### Travel

There is no expectation of travel. The whole project will be completed remotely.

### Qualification and Expertise

Organizations wishing to submit a proposal should:

- Have a minimum of seven years' experience in developing and implementing sustainable HR solutions, particularly in the areas of employee surveys, benchmarking, career, performance, and talent management inclusive of skills audits /skills mapping.
- Understanding of the sustainable development goals and the energy access sector, especially for Objective 2, will be advantageous
- Direct, demonstratable, experience of doing similar work in the private sector, international organisations, the non-profit sector or government is a must
- The organisation must legally be able to provide business services within the European Union and can operate within atleast a 6 hour window (9am – 3pm) of Central European Summer Time zone (CEST), Monday-Friday. The organisation is expected to work closely with the teams and thus same time zone is preferred

### **Lead Consultant Requirements:**

A designated project team lead with a minimum of:

- 8 years' experience in leading a team of consultants in delivering and implementing sustainable HR solutions.
- Education qualifications of at least Master's level in human resources, business, finance, law, public administration, public policy, or a related discipline
- The consultant(s) must have a minimum of 5 years' experience in working with a solid understanding of general HR best practices related to organisational development, talent management, employee, and management development in a global setting.
- Must have a high-level command of the English language

The bidder may propose more than one lead consultant, if necessary, to implement the project.

### **Proposed key personnel should have a minimum of:**

- 5-years' experience in research and drafting of similar assignments.
- Education qualifications of at least a bachelor's degree level in HR, business, or a related discipline.
- A minimum of 5 years' experience working with, and solid understanding of general HR best practices related to talent management, employee, and management development in a global setting.
- Must have a high-level command of the English language.

### **Bidding Process**

Proposals can be submitted using your own format; however, the proposal must include the following:

- Cover page, including the organisation's name, address, and contact information.
- Your organisation's understanding of the assignment, including any proposed changes to the Key Action Plan of work and timeline.
- Clearly indicate the Project bid for (Objective 1 – Employee Survey and / or Objective 2 – SEforALL Human Resources Review).

- Brief background about your organisation, the year it was founded, and details of relevant experiences, including examples of similar projects completed.
- Work plan and timeline.
- Key personnel CVs of gender balanced team, with CVs preferably no more than two pages each.
- Proposed Budget matched against the Key Action items.
- Proposed Budget itemized according to the following categories: Personnel (name / position / daily rate / estimate level of effort – number of days).
- Gender Policy.

Please submit your proposal all in one PDF format by Friday 2<sup>nd</sup> August 2021,17:00 Central European Summer Time (CEST) to [procurement@seforall.org](mailto:procurement@seforall.org)

Any questions, should be submitted in written format directly to [procurement@seforall.org](mailto:procurement@seforall.org)