

Date: 23 October 2025

REQUEST FOR QUOTATION n. UNSSC/2025/04

**For the identification of a Research and Content Marketing Agency to
Support the Production of the UN System Leadership Learning Snapshot
Report for the United Nations System Staff College (UNSSC)**

Submission deadline: 02 November 2025 h. 23:59 CET

The United Nations System Staff College (UNSSC) requests your price quotation for the services specified in this Request for Quotation (RFQ) and as described in the Terms of Reference below.

In order to be considered for the present RFQ, you are required to send the quotation together with documentation listed in section 6. below to procurement@unssc.org on or before **02 November 2025 h 23:59 CET**.

Evaluation criteria are listed in section 7 and the award will be given to the lowest cost technical acceptable offer. The successful bidder shall be awarded a Purchase Order from UNSSC subject to the applicable [United Nations General Conditions of Contract](#) (UNGCC). By submitting an offer in response to the present RFQ, you are accepting the UNGCC.

Questions in relation to the present RFQ can be sent to procurement@unssc.org. Answers to the questions may be replied in writing and answers published.

UNSSC may reserve the right to accept the offer in full or in part. UNSSC expects prices to remain unchanged.

Please note that UNSSC has VAT exemption status and can provide documentation for the same. Hence, your quotation shall be provided without VAT. In case of quotation in different currencies, financial evaluation will be based on the USD value calculated at the UN exchange rate of the time of the RFQ closing deadline.

1. Background and Context

The United Nations System Staff College (UNSSC) is dedicated to serving the learning and knowledge needs of the UN system and its partners. We design and deliver high-quality learning experiences rooted in the core values of multilateralism and human dignity enshrined in the UN Charter. Participants in our programmes rely on UNSSC to strengthen their knowledge and skills across leadership and management, sustainable development, and peace and security. Headquartered in Turin, Italy, with an office in Bonn, Germany, UNSSC serves as the United Nations institution for system-wide knowledge management, learning, and training.

The College plays a pivotal role in advancing UN reform and fostering a common organizational culture based on effectiveness, expertise, and continuous learning.

Through the development, coordination, and delivery of cross-cutting learning programmes, UNSSC supports staff and agencies across the UN system in responding to complex global challenges.

Within UNSSC, the Knowledge Centre for Leadership and Management (KCLM) is specialized in leadership and management development, change management learning, advisory services, and coaching and assessment solutions. Its mission is to help build a system-wide culture of leadership anchored in UN values and principles.

The team is preparing to publish UNSSC's first *Leadership Learning Snapshot Report*. This flagship publication will provide evidence-based insights into leadership learning needs, highlight UNSSC's portfolio of leadership development offerings, and showcase data-driven findings drawn from its programme delivery. The report will showcase the College's next generation of leadership development offerings for the UN and serve as a reference for senior UN managers, HR and learning leaders, and Member State stakeholders.

2. Objectives of the Assignment

In view of the publication, UNSSC is looking for a qualified research and content marketing company able to support UNSSC in the preparation of the Leadership Learning Snapshot Report.

The primary objectives of the awarded company are to:

- Support UNSSC in researching, compiling, structuring, and producing a professionally written, data-informed—snapshot report on leadership learning and development across the UN System.
- Highlight UNSSC's leadership development data, approaches, and demonstrated impact, enriched by insights from UN leaders, partners, alumni, and faculty, to reflect the unique context and evolving needs and trends of leadership and management within the UN system.
- Ensure the report clearly communicates actionable insights and strategic recommendations as validated and owned by UNSSC.
- Deliver a suite of complementary communication assets (executive summary, input for the development of a dedicated microsite, social media content) to maximize reach and visibility.

3. Scope of Work

The report will draw on two sources of data:

1. Primary data collection, utilizing a mixed-methods approach (e.g., surveys, interviews, and focus groups). Four stakeholder groups will be consulted in this process: 1) Senior UN leaders 2) UN Partners 3) Programme Alumni 4) UNSSC Faculty and Coaches
2. Review of secondary data, drawing on UNSSC-proprietary databases and other existing resources

The selected agency will, therefore, be responsible for:

a) Research and Content Development

- Review and finalize data collection instruments including up to four questionnaires and four interview schedules. UNSSC will disseminate the questionnaires and organize and conduct interviews with identified stakeholders. The data collected will then be shared with the selected company for analysis. Estimate samples include between 30 – 300 responses per survey, and between 10-50 interviews, combined across all stakeholder groups. Exact numbers are subject to discussion between UNSSC and the selected company on the overall research approach and variable response rates across stakeholder groups.
- Assist UNSSC in reviewing, analyzing, and synthesizing UNSSC's quantitative leadership development data gathered by UNSSC over a 3-year period (from 2023 to mid-2025), drawing from select pre-identified internal sources, including 360° group leadership assessment and evaluation data.
- Support UNSSC in reviewing, analyzing, and synthesizing qualitative insights drawn from interviews and focus group engagements with senior UN HR and learning leaders, alumni, faculty, and partners.
- Benchmark against emerging trends and relevant best practices from the field of leadership development at large.

b) Report Drafting and Storytelling

- Collaborate with UNSSC to structure and draft the report (~15 pages/7000-8000 words) ensuring that all analysis, findings, and recommendations are developed in close consultation with and validated by UNSSC with the following core sections:
 1. Executive Summary
 2. Introduction and Context Setting
 3. The Evolving UN Leadership Landscape: Emerging Leadership Development Needs and Trends
 4. Data insights: Strengths and Development Gaps
 5. Best practices in Leadership Development
 6. Recommendations and Future Directions
 7. Conclusion
 8. Annexes (Methodology, Glossary, Contributors)
- Draft the report in clear, engaging, professional English with a narrative style adhering to UN and UNSSC communication guidelines, suitable for a target audience comprising of senior UN Leaders and UN Partners.

c) Design and Communication Assets

- The identified company shall produce:
 - A designed, publication-ready report (print and digital formats), incorporating visual storytelling elements (infographics, charts, key data highlights).
 - A communication toolkit: Blog post and up to ten social media assets (for example, captions, graphics, video) for use on UNSSC's social media channels, such as LinkedIn, X (formerly Twitter), Facebook, and Instagram.

- Outline of content to be incorporated into a dedicated microsite. Development of microsite is not requested, the agency is requested to only provide the content to be uploaded on the microsite.

d) Quality Assurance and Finalization

- Work iteratively with UNSSC focal points to validate content, planning for up to three revisions in the lead up to the final delivery, in the overall project schedule.
- Incorporate feedback from selected reviewers (senior UNSSC colleagues, faculty).
- Ensure compliance with UN and UNSSC editorial, accessibility and branding standards. Awarded company will be provided access to the relevant materials and guidelines.

4. Indicative timeline and time schedule of deliverables

Project Duration: **14 weeks**

- **Expected start date:** Beginning of November 2025
- **Completion date:** Mid-February 2026

Estimated timeline for completion of deliverables is the following:

1. Annotated outline and research plan – Week 2
2. Draft report (content only, with UNSSC providing substantive inputs and validation) – Week 8
3. Communication toolkit (Blog post, social media) – Week 10
4. Final report (designed, publication-ready) – Week 12
5. Executive summary – Week 14

While timeline for deliverables can be flexible and adjusted, the final project completion date shall be no later than mid-February 2026.

5. Qualifications of the Agency

The agency must demonstrate:

- Proven expertise in content marketing, flagship report production, and/or strategic communications.
- Experience with international organizations, NGOs, or UN entities.
- Strong qualitative and quantitative research or survey experience, including writing, editing, and design capacity.
- Ability to present complex data in accessible, engaging formats.

6. Proposal Submission Requirements

To participate in the present RFQ, bidders shall submit:

- **Technical proposal**, by filling-in Appendix A, including:
 - Company profile with evidence of number of years of relevant experience

- Proposed methodology and work plan to meet the requirements and timeline as outlined in sections 3-5
- List of main international no-profit organizations to whom you have provided similar services over the past 5 years with at least 3 references.
- At least 3 relevant examples of similar work (links are accepted) and evidence of data visualization and social media assets
- Team composition with CVs of key experts evidencing their expertise and role in the UNSSC project. Team should be fluent in English and should have the requisite of
 - Strategic Communications expertise
 - Writing and editing expertise
 - Research, data analysis, and visualization expertise
 - Graphic Design expertise
- **Quotation**, by filling in Appendix B, detailing unitary rates and total costs (exclusive of VAT).

7. Evaluation criteria

Offers will be assessed on the pass/fail criteria described in the table below. Only offers passing all criteria will be considered technically compliant.

Criteria description	Evaluation methodology
Company has at least 5 years of relevant experience in content marketing, flagship report production, and strategic communications.	PASS/FAIL
Company has at least 5 years of qualitative and quantitative research or survey design experience and data analysis	PASS/FAIL
Company submitted at least 3 relevant recent projects samples for top-tier international professional education institutions or international non-profit organizations, demonstrating the ability to present complex data in accessible, engaging formats.	PASS/FAIL
Company has experience in developing attractive social media posts	PASS/FAIL
Proposed methodology is designed to meet the described objectives and scope of work (section 2 and 3)	PASS/FAIL
Company is able to meet the timeline listed in section 4.	PASS/FAIL
Key personnel assigned to the project have at least 3 years of experience in the required roles.	PASS/FAIL
Fluency in English and evidence of products developed in English	PASS/FAIL

Selection will be based on the lowest cost offer among the technically compliant ones.

Confidentiality, Data Protection, and Security Commitment - All data, documents, and information shared are provided on a confidential basis and shall be treated as such. They may not be disclosed, copied, distributed, or used for purposes other than those expressly authorized, without the prior written consent of UNSSC.

Appendix A - TECHNICAL PROPOSAL FORM

REQUEST FOR QUOTATION (RFQ) n. UNSSC/2025/04

Research and Content Marketing Agency to Support the Production of the UN System Leadership Learning Snapshot Report

TO: UNSSC
Procurement Team
Viale Maestri del Lavoro 10,
10127 Turin, Italy

Dear Sir/Madam,

Having examined the Solicitation Document, the receipt of which we hereby duly acknowledged, we the undersigned offer to provide Services in accordance with your Request for Quotation RFQ/UNSSC/2025/04 for the identification of a Research and Content Marketing Agency to Support the Production of the UN System Leadership Learning Snapshot Report

Our Offer (Technical here below and Quotation in Appendix B) shall remain valid for days from the Proposal submission date.

We confirm that we have read and fully understood the terms and conditions of this RFP and its Annexes and Appendixes and we certify that we are ready, willing and able to perform the requisite services listed herein. By signing the present Appendix, we confirm acceptance of UNGCC.

We understand that UNSSC reserves the right to accept the offer in full or in part and that UNSSC expects prices to remain unchanged..

Yours sincerely,

Company name:	
Account focal point:	
Address:	
Telephone Number:	
Email:	
Name and Title of Signatory	
Signature and Stamp	
Date	



TECHNICAL PROPOSAL

A) Please provide Company profile with evidence of number of years of relevant experience in:

- **Content marketing, flagship report production, and strategic communications;**
- **qualitative and quantitative research or survey design experience and data analysis**

The comprehensive company profile can be inserted here below or attached as a separate document. In the latter case, please specify the name of the file to refer to and make sure all above-listed points are included. Please make sure to submit a list of subcontractors and details of subcontracted services, if part of the services is subcontracted.

B) Please provide proposed methodology and work plan to meet the requirements and timeline as outlined in sections 2-4, including timeline, as per the RFQ terms of reference.

The proposed methodology shall be clear and shall take into consideration the requirements and needs as expressed in the sections 2 to 4 of the TORs.

The proposed methodology and timeline can be inserted here below or attached as a separate document. In the latter case, please specify the name of the file to refer to and make sure all information is duly included.

C) Please provide a list of main international professional education institutions or non-profit organizations to whom you have provided similar research services over the past 5 years with at least 3 references.

Please list them below or attached as a separate document. In the latter case, please specify the name of the file to refer to and make sure all information is duly included.



D) Please provide evidence of at least 3 (three) relevant examples of similar work (links are accepted) with clear evidence of data visualization and social media assets.

The description and evidence of projects and links, if any, can be included in the space below or attached as a separate document. In the latter case, please specify here below the name of the file to refer to and make sure all information is duly included.

E) Please provide the composition of the team that will be assigned to perform the services, evidencing the below competences

- Strategic Communications expertise***
- Writing and editing expertise***
- Research, data analysis, and visualisation expertise***
- Graphic Design expertise***
- Fluency in English (please provide evidence of products developed in English)***

Please provide brief CVs with information on education, experience and role of each member assigned to UNSSC project. Information can be inserted here below or attached as a separate document. In the latter case, please specify the name of the file to refer to and make sure all information is duly included.

RFQ UNSSC/2025/04 - Research and Content Marketing Agency to Support the Production of the UN System Leadership Learning Snapshot Report

Appendix B - Quotation Form

Company Name:	
Currency of the quotation:	
Submission date:	
Signature:	

- Please indicate daily rate without VAT
- !!! For Phase a) and b) please provide a quotation based EITHER on daily rates and estimated number of days OR a lumpsum for the phase services. Please choose one of the 2 options according to what fits best your commercial price scheme. DO NOT FILL THEM BOTH.
- Quoted fees are expected to remain stable throughout the contract period.
- Travel costs are not expected and shall not be quoted.
- Please fill in yellow cells only. In case of comments, please write them in the dedicated column and should you wish to further details the costs, please provide a cost breakdown in the "Cost breakdown" tab.

Phase	Description	Currency	Unit	Daily rate	Quantity (days)	TOTAL	Lump sum amount	Comments (if any)
a)	Research and Content Development as per services in section 3.a of the TORs		Day			-		
b)	Report Drafting and Storytelling as per services in section 3.b of the TORs		Day			-		
c)	Design and Communication Assets as per services in section 3.c of the TORs:	Currency	Unitary fee	Comments (if any)				
	- A designed, publication-ready report (print and digital formats), incorporating visual storytelling elements (infographics, charts, key data highlights).							
	- A communication toolkit: Blog post and up to ten social media assets (for example, captions, graphics, video) for use on UNSSC’s social media channels, such as LinkedIn, X (formerly Twitter), Facebook, and Instagram							
	- Content development to be incorporated into a dedicated microsite							

TOTAL Phases + Deliverables	0	-
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RFQ/UNSSC/2025/04 for a Research and Content Marketing Agency for the Production of the UN System Leadership Learning Snapshot Report

#	Question	Answer
1	In section 3a. Bullet point 2, it says - "Assist UNSSC in reviewing, analyzing, and synthesizing UNSSC's quantitative leadership development data gathered by UNSSC over a 3-year period (from 2023 to mid-2025), drawing from select pre-identified internal sources, including 360° group leadership assessment and evaluation data." Are you aware of how much of this data there is and what form it takes? E.g. are they documents, reports, etc.	We will share the different data points in report format, with data having gone through at least one level of analysis - at this stage, it is not anticipated that raw data will be shared. For 360° reports for example, we will generate group trends reports, from which selected agency can extract relevant insights to be incorporated into the report. At this stage, we do not have an exact estimate of the volume of data, but to give an approximate conservative indication, we roughly run 7 flagship leadership programmes/year, each having 4-5 cohorts, and each cohort on average having 30-50 participants. We also have select custom programmes developed for UN agencies to be considered in this mix, approximately 5-7 cohorts per year.
2	In section 3a. Bullet points 1, UNSSC will be conducting ALL of the surveys and interviews themselves, only the data will be shared with us (if successful) to synthesise the data and spot trends? We might need to review questions and your schedules, but that is all the support you need for the surveys and interviews themselves, correct?	Yes, review of the schedules will be necessary, followed by analysis and synthesis of the data emerging from these discussions/surveys.
3	In section 3a. Bullet point 3, this is effectively saying what you have from the first bullet point, correct? Or is this a new audience completely to those in bullet point 1?	Yes, same audience as bullet point 1.
4	In section 3b. Bullet point 1: All our reports/whitepapers are based on 250 words per page, therefore 8,000 words would be 32 pages (7,000 words would be 28 pages) - does this work for you? Or would you prefer it to remain at around 15 pages (3,750 words)?	For this vendor: We would like for the report to stay within the 15 page limit. Please flag the specifications your company works with.
5	In section 3c. Bullet point 2: You mention a communication toolkit, please can you be more specific on the length of the blog post you are looking for? We would typically say 800 - 1,000 words. I am assuming that this is not for SEO purposes and purely based off of the report as well?	Yes, that's right 800-1000 words work well. This is not for SEO purpose and is only to highlight the publishing of the report and 2-3 key takeaways from it.

6	In section 3c. Bullet point 2: Are these 10 individual posts per platform or 10 posts across all platform (and crossover is fine on the topics)? I.e. 10 posts for LinkedIn, 10 posts for X, etc. or 10 posts that would be used across LinkedIn, X, Facebook etc.	10 post total, optimised for LinkedIn, sharing editable visual files. Crossover is fine on topics.
7	In section 3c. Bullet point 2: Do you have a preference of the numbers of the specific types of posts? E.g. 2 video posts, 6 graphic posts, 1 carousel post, etc.?	No specific preference but please, based on your previous experiences, within the 10 post total, propose an alternate among different visual medias (banner, infographics, carousel, GIF), that involves a cost-effective mix of formats. Please keep carousels under 5 slides. In Appendix B, quote such mix and please provide details in the comments column.
8	Section 4 - timeline, and other related questions: You mention that you are looking for the draft report to be provided by week 8, when could we expect to receive all of the data from the UNSSC to begin analysis from the surveys and interviews? This will be crucial in creating the draft, so we will need time to analyse all of the data/information and then write the draft report itself.	We would hope to collate and share with you progressively as the different pieces become available, with all piece shared by end of Dec at the latest. For survey and interview data, we will aim to share these progressively as well - with a target of mid-Jan 2026.
9	We are aware that price is a factor here, so what are the UNSSC's thoughts on the use of AI either for the use of analysing some of the data AND/OR supporting the editorial work? We are not AI-first, we tend to rely on our Content Specialists, but we do offer clients who want it AI-supported workflows as a way to reduce costs.	AI can certainly be used for select tasks, with appropriate attribution where necessary. That said, since this will be our first foray into publishing a knowledge report, we would prefer for it to be handled by content specialist. If you have differential pricing points, please feel free to highlight the different offers, the reviewing team will select from options presented.

The information shared in the present Q&As file shall be used only within the scope of the tender.