

Date: 03 March 2026

REQUEST FOR PROPOSAL (RFP) n. UNSSC/2026/01

Coaching services

DEADLINE FOR SUBMISSION: 25 March 2026 hrs 23:59 CET

1. The United Nations System Staff College (UNSSC) hereby solicits your proposal for the above subject, in accordance with this document and annexes attached hereto. Proposals must be submitted to the UNSSC before **25 March 2026 hrs 23:59 CET**.
2. This Request for Proposal (RFP) consists of this document and the following Annexes (listed at the end of the present document) and Appendices (as separate files):
 - Annex A: Terms of Reference
 - Annex B: Terms and Conditions to Submit a Proposal
 - Annex C: Evaluation Criteria
 - Annex D: LTA template, including UN General Conditions of Contract (UNGCC)
 - Appendix A: Technical Proposal Form → **to be filled-in and submitted**
 - Appendix B: Financial Proposal Form → **to be filled-in and submitted**
3. Your proposal must include information in sufficient scope and detail to allow the UNSSC to consider whether the proposer has the necessary capability, experience, knowledge, expertise and the required capacity to perform the work specified satisfactorily. Bidders shall fill in Appendix A and Appendix B in their entirety and provide relevant supporting documentation in accordance with this RFP.
4. The UNSSC reserves the right to request from bidders additional information regarding their commercial activities, history and resources.
5. By the present RFP, UNSSC is aiming at identifying multiple qualified suppliers for the provision of coaching services for a period of 2 years, with possibility of a 1-year extension (2+1 years).
6. **Your technical proposal must be submitted via email to: tenders@unssc.org no later than **25 March 2026 at 23:59 CET**. Non-compliant offers with the terms stated in this document and its annexes may be rejected without any evaluation.**
7. **Inquiries and clarifications concerning this RFP must be submitted before **18 March 2026 hrs 23:59 CET** via email to procurement@unssc.org. UNSSC will respond to questions received and will advertise the Q&As file in the same channels where the present RFP is advertised.**
8. **Awarded coaches will enter into a Long-Term Agreement (LTA) for a period of 2+1 years. LTAs do not commit UNSSC to procure a minimum quantity of services.**

ANNEX A: Terms of Reference

I. Background and Context:

The United Nations System Staff College (UNSSC) is the UN's trusted interagency learning partner, delivering innovative, scalable, and cost-efficient solutions that support transformative change. Established in 2002 and headquartered in Turin, Italy, with an office in Bonn, Germany, UNSSC delivers cutting-edge learning solutions, advisory support, and change facilitation to foster a shared organizational culture. Leveraging our deep, long-standing relationships, system-wide credibility and knowledge of UN mandates and context, we work with UN entities to design and deliver learning that meets their specific needs. Utilizing cutting-edge platforms and methodologies, we provide exceptional value. Our learning technologies and platforms ensure high-quality learning is accessible to the entire UN workforce, reducing duplication and maximizing cost-efficiency for the system. For more information, please visit the [UNSSC website](#).

The UNSSC learning and training methodology often includes individual coaching sessions offered to the participants in various thematic areas, as well as peer coaching sessions and coaching skills sessions. Team coaching may be required in the case of team-building services.

II. Objectives:

By the present RFP, UNSSC aims at identifying qualified individual coaches, with strong interpersonal and communication skills, able to provide coaching and coaching-related services and with whom enter into a Long Term Agreement for a period of 2 years with possibility of one additional year.

Specifically, the objectives of the present RFP include:

- To expand the current pool of eligible coaches in a way that reflects the diversity of the UN System, including experience across different organizational, cultural, and operational contexts; representation from multiple regions and time zones; and a balance of perspectives from different parts of the world, with strong consideration given to linguistic diversity, including proficiency in the six official UN languages.
- To offer UN participants access to a diverse, varied, and highly experienced coaching cadre that responds to their different roles, contexts, and development needs.
- To further strengthen and enhance the overall coaching offer within the UN System.

III. Requirements

The UNSSC is looking to deliver coaching and coaching-related services in the following lot:

- A. Certified Executive coaches for individual coaching sessions**
- B. Peer Coaching**
- C. Coaching Skills Trainer**
- D. Team coaching**
- E. Performance evaluator for ICF-accredited Coaching Education Programme, Level 1**

Interested coaches are allowed to bid for one or more of the above-listed lots. In their submission, they should clearly indicate which lot(s) they are bidding for.

Coaches with an existing LTA with UNSSC for the provision of certified executive coaches for individual coaching sessions (Lot A) are allowed to submit their offers for one or more of the remaining lot(s). They will not be considered for lot A.

The general requirements and skills applicable to all lots (A, B, C, D and E) are described below:

Education:

- Relevant educational background at Master's Degree level;
- International Coaching certification (ICF or equivalent);

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Coaching certifications and experience:

- A minimum of 5 years of coaching experience with a minimum of 2 years at the executive level;
- Coaching experience with multilateral or bilateral organizations;
- Previous UN or international humanitarian organisation experience is an asset;
- Experience with 360-degree assessments debriefings, and use of other psychometric instruments
- Proven track record in coaching across cultures and at the international level.

Working language(s):

- Excellent English writing and speaking skills;
- Fluency in one or more of the following languages: French, Spanish, Russian, Arabic, Portuguese, Chinese.

IV. Deliverables

Here below is the list of deliverables expected per each lot of the coaching services.

A. Certified Executive coaches for individual coaching sessions

Awarded coaches under this lot will perform the services in, but not limited to, the following thematic areas:

- Executive coaching;
- Career coaching (may include revising of applications, resumes, mock interviews);
- Stress management and resilience coaching;
- Antifragile coaching;
- Resident Coordinators' preparation to attend the RC Assessment Centre;
- Coaching for Young Professional Officers (JPOs);
- Coaching for the Country Representatives and Chiefs of the field offices;

Other thematic areas may vary based on the target audiences. Coaches are invited to indicate the thematic areas and targeted audiences they have more experience in.

Coaches are expected to work in close collaboration with UNSSC staff to provide individual coaching services before, during and after programmes. This may also include coaching debriefs of psychometric instruments such as UNSSC's 360 or similar instruments.

Specific deliverables include, but are not limited to:

1. Providing one-on-one coaching for UNSSC course participants across programmes;
2. Providing feedback on 360 and similar instruments (as per the individual coach's certifications);
3. Provide post-event debriefing and reporting upon request.

B. Peer coaching

Awarded coaches under this lot are expected to work in conjunction with the UNSSC Programme Teams to conduct peer coaching sessions in the framework of online, blended and face-to-face programmes.

Thematic areas involve, but are not limited to, demonstrated expertise in:

- **Innovation:** Structured innovation methodologies to identify challenges, generate solutions, test prototypes, pitch, scale and finance initiatives.
- **Behavioural Science:** Behavioural insights to design evidence-based interventions that create behavioural change.
- **Foresight:** Structured foresight methods to identify early signals of change, develop future scenarios, stress test interventions against future scenarios, and support anticipatory decision-making

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- **Data:** Data practices, including data collection, governance, analysis, visualization, storytelling, and evidence-informed decision-making
- **Digital:** Digital capabilities, including digital transformation strategy, AI adoption, digital service delivery, secure and responsible technology use, and organisational digital adoption.

Other thematic areas may vary based on the target audiences. Coaches are invited to indicate the thematic areas and targeted audiences they have more experience in.

Specific deliverables include, but are not limited to:

1. Engage in consultations (via email or online) with UNSSC in order to agree on the peer coaching formats;
2. Prepare for the sessions through familiarisation with content and themes;
3. Providing and facilitating peer coaching sessions for UNSSC course participants across programmes, both in small groups and one-on-one.
4. Provide post-event debriefing and reporting.

Specific Requirements and Skills

In addition to the general requirements listed in section III. above, Coaches should possess the following qualifications:

- Experience from facilitating group and individual peer coaching sessions
- Proven track record in coaching and facilitating peer coaching sessions across cultures and at the international level.

C. Coaching Skills trainer

Awarded coaches under this lot are expected to work in conjunction with the UNSSC Programme Teams to conduct coaching skills training sessions in the framework of online, blended and face-to-face programmes. Working closely with the UNSSC Learning Portfolio Manager, awarded coaching skills instructors are expected to:

1. Receive a pre-service training from the programme founder. The focus of the training is to balance the theories and practice;
2. ensure customization of the course materials to the UN context by highlighting UN values and fitting in the multi-cultural environments.
3. Deliver the coaching skills session(s) or Programme;
4. Engage in consultations (via email or online) with UNSSC in order to agree on the session design and methodology;
5. follow course curriculum when provided by the UNSSC;
6. If requested, design the session(s), provide the sessions design, training materials, specify the methodology, group work and demo sessions;
7. Prepare for the sessions through familiarisation with the target audience and the intended course objectives;
8. Deliver the sessions and take the lead in both its preparation and follow-up;
9. Provide post-event debriefing and reporting;
10. Revise curriculum based on the feedback from the participants.

Specific Requirements and Skills

In addition to the general requirements listed in section III. above, coaching skills instructors awarded in this lot should possess the following qualifications:

- Deep knowledge of various coaching frameworks and models;
- Proven track record in facilitating and delivering coaching skills sessions and Programmes across cultures and at the international level;
- Proven experience in using Adult Learning principles;
- Proven dynamic facilitation skills;
- Experience in feedback delivery in providing constructive, non-judgmental feedback that helps the learner improve.

D. Team coaching

Team coaching requires a portfolio of skills beyond those in one-to-one coaching. Most of these relate to the difference in context between individual conversations and group dynamics.

Thematic areas involve, but are not limited to, demonstrated expertise in:

- **Innovation:** Structured innovation methodologies to identify challenges, generate solutions, test prototypes, pitch, scale and finance initiatives.
- **Behavioural Science:** Behavioural insights to design evidence-based interventions that create behavioural change.
- **Foresight:** Structured foresight methods to identify early signals of change, develop future scenarios, stress test interventions against future scenarios, and support anticipatory decision-making
- **Data:** Data practices, including data collection, governance, analysis, visualization, storytelling, and evidence-informed decision-making
- **Digital:** Digital capabilities, including digital transformation strategy, AI adoption, digital service delivery, secure and responsible technology use, and organisational digital adoption.

Other thematic areas may vary based on the target audiences. Coaches are invited to indicate the thematic areas and targeted audiences they have more experience in.

Coaches selected under this lot are expected to:

1. Engage in consultations (via email or online) with UNSSC and the Client in order to agree on the team coaching format;
2. Facilitate learning for the team as a whole. The coach should find ways for team members to gain insight and practice different behaviours in the context of the team and its goals;
3. Administer and debrief Individual/Team assessment as a component of team coaching;
4. Understand the complex organizational dynamics in which the team operates, be “system-aware”;
5. Be skilled at understanding, identifying, and managing boundaries, by being mindful of the various interactions and relations among the team members.

Specific Requirements and Skills

In addition to the general requirements listed in section III. above, Team Coaches should possess the following qualifications:

- International Team Coaching certification (ICF or equivalent);

E. Performance Evaluator in ICF-accredited Coaching Education Programme, Level 1

Under this lot, awarded suppliers are expected to perform the following services:

1. Initial Calibration:

- One session with your Faculty Lead to align on the program’s philosophy vs. ICF markers;

2. Recorded Session Assessments

- listening to recorded coaching sessions submitted by students and grading them against the ICF Core Competencies

3. Written Performance Audits:

- Provide a detailed breakdown of which competencies were demonstrated and which were missed.

4. Pass/Fail Determination:

- Provide a formal verdict on whether the session meets the Minimum Skills Requirements (MSRs) for the ACC level.

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5. Competency Gap Analysis:

- Identifying specific patterns (e.g., "The coach is leading the client rather than following") that the student needs to address.

6. Structured Feedback Reports

- Provide relevant feedback reports to participants, including the final, formal report;

7. Specific Evidence Logs:

- Provide time-stamped examples from the recording to justify the assessment

8. Feedback Calibration & Quality Assurance

9. Administrative & Compliance Documentation

- Providing signed Evaluation Rubrics Using the program's specific ICF-aligned rubric to document the final "Performance Evaluation."

10. Ethical Attestations

- Confirming there is no conflict of interest with the students being evaluated.

Specific Requirements and Skills

In addition to the general requirements listed in section III. above, awarded suppliers under this lot shall possess:

1. Mandatory Qualifications

- Credential Level: Active PCC or MCC;
- Proof of completion of the ICF PCC Markers Training;
- Vetting Experience: Previous experience as a Performance Evaluator for at least two other ICF-accredited program (Level 1 and/or 2);

2. Specific Technical Skills for the Consultant

- Rubric Development & Design: Ability to review your current curriculum and design/refine a performance evaluation rubric that mirrors the ACC Minimum Skills Requirements (MSRs);

3. Gap Analysis:

- Ability to provide a "Pilot Summary Report" identifying if the students' performance suggests a weakness in the teaching (e.g., "*All 5 students failed Competency x; the training module may need more depth*");

4. Meticulous Documentation:

- High proficiency in providing time-stamped written evidence in a format that satisfies an ICF auditor's scrutiny.

5. Final Accreditation Support:

- Providing a signed attestation for your ICF Level 1 application confirming the evaluations were conducted according to ICF standards;

6. Behavioural & Professional Competencies:

- Ability to write feedback that is "educational" and constructive rather than just "critical," helping pilot students bridge the gap to ACC proficiency;

7. Timeliness:

- A strict adherence to turnaround times to keep the pilot momentum high.

V. Privacy:

As part of the services requested, awarded bidder(s) may need to process personal data. In doing

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so, they shall process personal data in accordance with standards requested by the data protection legislation affecting the Contractor. The supplier should have appropriate organizational, administrative, physical and technical safeguards and procedures implemented to protect the security of personal data, including against or from unauthorized or accidental access, damage, loss or other risks presented by data processing.

The protection of this data is essential to upholding fundamental rights to privacy and the [UN-system wide personal data protection and privacy principles](#).

Annex B – Terms and Conditions to submit a proposal

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In order to be considered in the present RFP, interested bidders are required to fill-in Appendix A and submit the relevant information:

Proposals must be submitted in English and shall be expressed in the form described in the table below:

Technical Proposal (Appendix A)	
Coache's capacity and experience	<i>Please provide a complete and detailed CV clearly identifying the experience that demonstrate expertise in the lot(s) you are bidding for (A, B, C, D, E), including:</i> <ul style="list-style-type: none"> - Education details - Language(s) and proficiency levels - Relevant experience
	<i>Please provide a list of main clients to which similar services have been rendered in the past 5 years. Experience in the UN/international humanitarian organization sector is considered an advantage.</i>
	<i>Please provide a short description of the most relevant projects or assignments related to the lot(s) you are bidding for (A, B, C, D, E) that you have been involved in the past 5 years.</i>
	<i>At least 3 references from previous clients with contact details. UNSSC may reach out for reference check</i>
	<i>Please indicate the assessment instruments in which you are certified (e.g. DiSC, Belbin Team Roles, MBTI, CliftonStrengths, Hogan, Emotional Intelligence, or others).</i>
Coaches' qualifications	<i>Copy of International Coaching certifications, including specific ones, if any, for the lot(s) you are bidding for (ICF or equivalent).</i>
Proposed Services	<i>Please provide a detailed explanation on thematic areas of main expertise and target audiences you are specialized in, describing your coaching methodology per each of the lot(s) you are bidding for (A, B, C, D, E).</i>
Audio/Video recording	<i>Please provide a recording (audio and/or video) of any of the lot(s) you are applying for (A, B, C, D, E), such as: a one-on-one coaching session, a team coaching session and a coaching skills training session. Links to such online sessions (YouTube or others) are also accepted.</i>

Financial Proposal (Appendix B)	
<ul style="list-style-type: none"> • <i>Please fill in Appendix B, indicating the unitary rates per each of the lot(s) you are bidding for.</i> • <i>Prices shall be in the currency you will invoice, excluding VAT.</i> • <i>In case of offers in different currencies, financial evaluation will be based on the USD amount at the UN exchange rate at the time of the RFP closing deadline.</i> 	

The technical and financial proposal must be submitted in two separate files to tenders@unssc.org only. Submissions sent to or in copy to any other UNNSC email address may result in disqualification.

Submissions deadline is Wednesday 25 March 2026 hrs 23:59 CET.

Proposers must provide all information required under this RFP and clearly and concisely respond to all points set out herein. Any proposal which does not fully and comprehensively address this RFP may be rejected. However, unnecessarily elaborate brochures and other presentations beyond those sufficient to present complete and effective proposals, are not encouraged.

Following submission of the proposals and final evaluation, the UNSSC will have the right to retain unsuccessful proposals. It is the proposer's responsibility to identify any information of a confidential or proprietary nature contained in its proposal, so that it may be handled accordingly.

No Commitment

This RFP does not commit UNSSC to consider any proposal, to award a contract or to pay any costs incurred in the preparation or submission of proposals, or any costs incurred in making necessary studies for the preparation thereof, or to procure or contract for services or goods.

UNSSC reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any of the proposers or other firms in any manner deemed to be in the best interest of UNSSC.

This RFP contains no contractual proposal or offer of any kind; any proposal submitted will be regarded as an offer by the proposer and not as an acceptance by the proposer of any proposal or offer by UNSSC. No contractual relationship will exist except pursuant to a written contract document signed by the authorized official of UNSSC and by an authorized officer of the successful proposer(s).

Rejection of Proposals

UNSSC reserves the right to reject any proposals that, inter alia:

- i. are received after the deadline stipulated in the RFP;
- ii. are not properly marked or addressed as required in the RFP;
- iii. contain an alternate proposal or
- iv. are not otherwise in compliance with the RFP.

Ethical Standards

All UN vendors shall adhere to the highest ethical standards, both during the procurement process and throughout the performance of a contract.

Contractual Relationship

UNSSC shall enter into Long-Term Agreement(s) (LTAs) for the provision of services with the highest-scoring proposer(s) on a non-exclusive basis at the UNSSC's sole discretion. LTA template is available in Appendix C.

The award of the contract pursuant to the terms stated in this proposal, including its annexes, is subject to the United Nations General Conditions of Contracts (UNGCC) available in Appendix D.

Full acceptance of the UNGCC is a mandatory requirement for the award of the contract(s); non-acceptance of the UNGCC may result in the rejection of the proposal.

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Travel

From time to time, coaches may be requested to travel to perform the services. In case travels are required to complete the tasks, UNSSC will arrange travel in accordance with its travel policies, rules and administrative instructions.

ANNEX C – Evaluation Methodology and Criteria

I. Evaluation Methodology:

The UNSSC will evaluate the proposals based on the “Best Value for Money” (BVM) principle. This process involves the combination of apportioned technical and financial scores obtained by each Bidder.

Proposals will be evaluated from two perspectives:

- mandatory pre-requirements
- a weight score evaluation based on a technical component (80 points) and a commercial component (20 points).

Bidders will be initially evaluated against the mandatory pre-requirements. This will be evaluated based on a Pass/Fail evaluation. Only bidders passing all mandatory pre-requirements will be considered for the Scored Technical Evaluation.

The technical component will focus on the overall responsiveness to the Annex A and B, applying the evaluation criteria and sub-criteria specified below in the written proposal. Only proposals with a technical score higher than 70 points will be considered technically compliant.

The UNSSC shall use the best value for money principle (BVM) to determine the award and selection will be based on the most responsive proposal. The overall technical and commercial scores will be combined to determine the best value-for-money bid using the following weighting of 80% Technical and 20% Commercial.

The bidder(s) meeting all mandatory criteria, and with the highest combined value will be considered as achieving best value for money and will be recommended for the contract award.

Any Proposal received which omits any portion of these submittal requirements will be deemed non-responsive.

The cost for preparing the Bid shall be borne solely by the bidder. No part of the cost of preparing the bid shall be incorporated into the bid itself.

II. Evaluation Criteria:

- Mandatory pre-requirements (pass/fail)

#	Description	Scores
1a	Valid International Coaching certifications (ICF- accredited or equivalent)	Pass / Fail
1b	ONLY for lot E – Evidence of: <ul style="list-style-type: none"> • Credential Level: Active PCC or MCC; • Proof of completion of the ICF PCC Markers Training; • Vetting Experience: Previous experience as a Performance Evaluator for at least two other ICF-accredited program (Level 1 and/or 2); 	Pass / Fail
2	Minimum of 5 years of proven experience in each of the lot(s) you are bidding for and delivered to UN / international organizations, or non-profit entities	Pass / Fail
3	Minimum of 2 years of proven experience at the executive level in each of the lot(s) you are bidding for and delivered to UN / international organizations, or non-profit entities.	Pass / Fail
4	Fluency in English	Pass / Fail
5	Submission of audio/video recording of sessions in the lot(s) you are bidding for	Pass / Fail

6	Acceptance of UN General Terms and Conditions for the provision of services	Pass / Fail
7	Auto-declaration that coach is compliant with relevant privacy legislation and that have appropriate organizational, administrative, physical and technical safeguards and procedures implemented to protect the security of personal data, including against or from unauthorized or accidental access, damage, loss or other risks presented by data processing	Pass / Fail

Only offers that will meet all the above mandatory requirements will be considered for the technical evaluation.

- Technical Evaluation (80 points)

The bidder shall submit the proposal in accordance with the requirements as detailed in "Annex B – Terms and Conditions to submit a proposal" of this RFP, in line with the below evaluation criteria:

#	Criteria	Evaluation	Max scores
1	Speaking and writing skills in multiple languages	Scores will be allocated proportionally based on the number and fluency of languages you can deliver coaching services in.	10
2	Demonstrated previous experience in providing the coaching services of choice for international, non-profit or UN clients. Portfolio relevance and reference quality assessed.	Scores will be allocated based on the list of main clients submitted, proportionally on the number and type of clients.	15
3	Qualifications and expertise of the Coach, including coaching certifications.	Scores will be allocated based on the number of years of coaching experience as evidenced in the CV and on relevant coaching certifications.	20
4	Depth of technical expertise	Scores will be allocated based on the depth technical expertise as evidenced in the past relevant projects and in the detailed explanation on thematic areas of main expertise, target audiences you are specialized in, and coaching methodology.	20
5	Provision of reference letter(s) for similar services completed in the past three years.	Scores will be allocated proportionally based on the number of reference letters (up to 5) provided per each area(s) you are bidding for.	5
6	Quality of audio/video recording of sessions in the area(s) you are bidding for	Scores will be allocated based on the quality of the interaction with the clients/coachees.	10

Only offers meeting the minimum technical threshold of 55 points will be considered technical compliant.

- Commercial Evaluation (20 points):

Financial rates per the lot you are bidding for shall be submitted by filling-in Appendix B. Prices shall be provided without VAT. Bidders are allowed to quote in the currency they will use to invoice. In case offers in different currencies are received, for financial evaluation purposes, rates will be converted in USD using the UN exchange rate applicable at the time of the RFP

submission deadline.

The financial component will be evaluated separately from the evaluation of the technical component. The financial evaluation will be based on pricing and will be evaluated in comparison with other financial proposals. The financial proposal will receive points for their price competitiveness. The proposal with the lowest price expressed as session rate will receive the maximum points (20 points). All other proposals will receive scores for financial proposals in inverse proportion. The formula for the inverse proportion is as follows:

$$\text{Bidder's score} = \text{Lowest rate} / \text{Bidder's rate} \times \text{Maximum Price Points (20)}$$

In order for the UNSSC to be able to compare the cost proposals from different vendors in a meaningful way, vendors must submit costs conforming to the proposed pricing model in "Appendix B – Financial Offer Form" of the RFP. The commercial offer shall be valid for a minimum of 90 days from submission date.

Bidders are strongly encouraged to submit their most competitive offer at the time of proposal submission. UNSSC will conduct a thorough review of all proposed costs and reserves the right to engage in price negotiations should this be deemed in the best interest of the Organization, including in cases where the proposed prices exceed available budgetary provisions.

Prices shall remain unchanged for the full duration of the contract, ie 2+1 years.

- **Combined Technical and Commercial Evaluation:**

Overall combined evaluation will sum up the technical and commercial points of the technically compliant offers and the offer(s) with the highest combined score will be considered as the best value for money proposal(s). The highest ranked offers per each lot will be considered for award.

- **Key Performance Indicators (KPIs):**

Awarded suppliers in the delivery of the services will be evaluated based on the following KPIs:

- Quality of coaching sessions
- Feedback and satisfaction levels from coaches and targeted audience
- Responsiveness and professionalism demonstrated

Extension of the contracts will be subject to satisfactory performance.

UNSSC will provide dedicated access to the required platforms and data to allow the awarded bidder(s) to perform the services.