

Date: 13/03/2026

**REQUEST FOR PROPOSAL (RFP) n. UNSSC/2026/01 – Amendment n. 1
for the provision of **Coaching services****

- **REVISED MINIMUM REQUIREMENTS**
- **NEW DEADLINE FOR INQUIRIES: 23 March 2026 hrs 23:59 CET**
- **NEW SUBMISSION DEADLINE: 31 March 2026 hrs 23:59 CET**

With reference to the RFP UNSSC/2026/01 for the provision of Coaching services, UNSSC wishes to inform interested companies that deadline for inquiries and submission of offers has been extended as follows:

- Inquiries and requests for clarifications concerning this RFP must be submitted before **Monday 23 March 2026 hrs 23:59 CET** via email to procurement@unssc.org.
- Your technical proposal must be submitted via email to: tenders@unssc.org no later than **Tuesday 31 March 2026 at 23:59 CET**.

Annex C, section II is also amended to reflect the revised mandatory pre-requirements (pass/fail) where **minimum requirement for the submission of audio/video recording sessions is removed**. The table of minimum requirements is amended as follows:

#	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	Acceptance of UN General Terms and Conditions for the provision of services	Pass / Fail
6	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

We remind you that technical and financial proposals must be submitted in two separate files via email to tenders@unssc.org no later than the new above deadline.

Other sections of the RFP, including evaluation criteria, not modified by the present amendment remain valid.

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);

Annex B – Terms and Conditions to submit a proposal

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.

Annex B – Terms and Conditions to submit a proposal

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

ANNEX B – Terms and Conditions to submit a proposal

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)

- *Please fill in Appendix B, indicating the unitary rates per each of the lot(s) you are bidding for.*
- *Prices shall be in the currency you will invoice, excluding VAT.*
- *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.*

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.

Annex B – Terms and Conditions to submit a proposal

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.

Annex D – LTA Template

LONG TERM AGREEMENT No. [NUMBER]

BETWEEN

THE UNITED NATIONS SYSTEM STAFF COLLEGE

AND

«SupplierName»

FOR THE PROVISION OF [Type of Services]

**LONG TERM AGREEMENT
BETWEEN THE UNITED NATIONS SYSTEM STAFF COLLEGE**

AND

«SupplierName»

FOR THE PROVISION OF [DESCRIBE SERVICES]

This Long Term Agreement (henceforth, the “Contract”) is entered into between the United Nations System Staff College, an international organization of the United Nations, having its Headquarters in Turin, Italy (the “Staff College” or the “UNSSC”) and «SupplierName», an individual, and having its principal address «Address» (the “Contractor”). The Staff College and the Contractor are collectively referred to herein as the “Parties,” and each individually as a “Party.”

WITNESSETH

WHEREAS, the Staff College wishes to engage the Contractor on a non-exclusive basis to provide [services] in accordance with the terms and conditions set forth in this Contract (as defined below);

WHEREAS, the Contractor represents that it possesses the requisite knowledge, skill, personnel, resources and experience and that it is fully qualified, ready, willing, and able to provide such services (as defined below) in accordance with the terms and conditions set forth in this Contract;

NOW THEREFORE, in consideration of the mutual promises and covenants herein contained, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

**ARTICLE 1
CONTRACT DOCUMENTS**

1.1 This document, together with the Annexes attached hereto and referred to below, all of which are incorporated herein and made part hereof, constitute the entire contract between the UNSSC and the Contractor for the provision of instructional design services (the “Contract” or this “Contract”):

- Annex A: United Nations General Conditions of Contract – Contracts for the Provision of Services (the “General Conditions”);
- Annex B: Terms of reference (the “Terms of Reference”);
- Annex C: Financial Offer
- Annex D: Task Order Template.

1.2 The documents comprising this Contract are complementary of one another, but in case of ambiguities, discrepancies, or inconsistencies between or among them, the following order of priority shall apply:

- 1.2.1 First, this document;
- 1.2.2 Second, Annex A;
- 1.2.3 Third, Annex D;

- 1.2.3 Fourth, Annex C; and
- 1.2.4 Fifth, Annex B

1.3 This Contract embodies the entire agreement between the Parties with regard to the subject matter hereof and supersedes all prior representations, agreements, contracts and proposals, whether written or oral, by and between the Parties on this subject. No promises, understandings, obligations or agreements, oral or otherwise, relating to the subject matter hereof exist between the Parties except as herein expressly set forth.

1.4 Any notice, document or receipt issued in connection with this Contract shall be consistent with the terms and conditions of this Contract and, in case of any ambiguity, discrepancy or inconsistency, the terms and conditions of this Contract shall prevail.

1.5 This Contract, and all documents, notices and receipts issued or provided pursuant to or in connection with this Contract, shall be deemed to include, and shall be interpreted and applied consistently with, the provisions of Article 16 (Settlement of Disputes) and Article 17 (Privileges and Immunities) of the General Conditions.

ARTICLE 2 EFFECTIVE DATE; TERM OF CONTRACT

2.1 This Contract shall take effect on the date both Parties have signed this Contract, or if the Parties have signed it on different dates, the date of the latest signature (the “Effective Date”).

2.2 This Contract shall remain in effect until for a period of time of 12 (twelve) months from the Effective Date, unless earlier terminated in accordance with the terms of this Contract (the “Initial Term”).

ARTICLE 3 REPRESENTATIONS AND WARRANTIES; RESPONSIBILITIES OF THE CONTRACTOR; PERSONNEL

Representations and Warranties

3.1 The Contractor represents and warrants that:

- 3.1.1 it is duly organized, validly existing and in good standing;
- 3.1.2 it has all necessary power and authority to execute and perform this Contract;
- 3.1.3 the execution and performance of this Contract will not cause it to violate or breach any provision in its charter, certificate of incorporation, by-laws, partnership agreement, trust agreement or other constituent agreement or instrument;
- 3.1.4 this Contract is a legal, valid and binding obligation, enforceable against it in accordance with its terms;

- 3.1.5 all of the information it has provided to the UNSSC concerning the provision of the Services pursuant to this Contract is true, correct, accurate and not misleading;
- 3.1.6 it is financially solvent and is able to provide the Services to the UNSSC in accordance with the terms and conditions of the Contract; and
- 3.1.7 it shall reserve to the UNSSC the same or better conditions reserved to other entities in the UN System for the provision of the services under this Contract.

Responsibilities of the Contractor

3.2 The Contractor shall provide to the UNSSC the services detailed in the Terms of Reference (the "Services") in accordance with the terms and conditions of this Contract. The Contractor shall perform the Services only upon issuance by the UNSSC of duly executed Task Orders (as defined below) in accordance with the requirements set forth in this Contract and such Task Order.

3.3 The Parties acknowledge that nothing in this Contract commits, or shall be construed as committing, the UNSSC to deal with the Contractor as an exclusive or sole-source supplier of the Services.

3.4 The Parties acknowledge that nothing in this Contract commits, or shall be construed as committing the UNSSC to purchase a minimum or given quantity of the Services.

3.5 The Contractor and its Personnel (as defined below) shall perform the Services under this Contract with the necessary care and diligence, and in accordance with the highest professional standards accorded to professionals providing similar services in a similar industry.

3.6 The Contractor acknowledges that (i) the UNSSC shall have no obligation to provide any assistance to the Contractor in performing the Services other than as expressly set forth herein and (ii) the UN makes no representations as to the availability of any facilities or equipment which may be helpful or useful for performing the Services.

3.7 Except as expressly provided in this Contract, the Contractor shall be responsible at its sole cost for providing all the necessary personnel, equipment, material and supplies and for making all arrangements necessary for the performance and completion of the Services under this Contract.

Personnel

3.8 Without limiting and further to Articles 2.1 and 2.2 of the General Conditions, the Contractor shall supervise and be fully responsible and liable for all Services performed by its personnel, employees, officials, agents, servants, representatives and sub-contractors (or any of those sub-contractors' personnel, employees, officials, agents, servants and representatives) ("Personnel") and for their compliance with the terms and conditions of this Contract. The Contractor shall ensure that all Personnel performing Services under this Contract are qualified, reliable, competent, properly trained, and conform to the highest standards of moral and ethical conduct.

3.9 Without limiting and further to the General Conditions, the Contractor shall be fully responsible and liable for, and the UNSSC shall not be liable for (i) any action, omission, negligence or misconduct of the Contractor or its Personnel, (ii) any insurance coverage which may be necessary or desirable for

the purpose of this Contract, or (iii) any costs, expenses, or claims associated with any illness, injury, death or disability of the Contractor's Personnel. The obligations under this Article 3.9 do not lapse upon expiration or termination of this Contract.

3.10 Without limiting and in addition to Article 2.6 of the General Conditions, the Contractor shall ensure that its Personnel abide by all security regulations, policies and procedures of the Staff College.

ARTICLE 4 TASK ORDERS

4.1 The UNSSC shall issue to the Contractor, from time to time during the Initial Term and the Extended Term Task Orders in the form set out in Annex D, setting out the Services required and other instructions for the performance of Services (each, a "Task Order"). No Task Order shall be valid unless authorized and signed or otherwise approved by a duly authorized UNSSC official. Each Task Order shall, at a minimum, make reference to this Contract, indicate the type(s) of Services ordered, the total fee for the Services being ordered, the schedule for performance, and other relevant details. Task Orders shall be transmitted to the Contractor by electronic mail.

4.2 All Task Orders issued by the UNSSC pursuant to this Contract, and all Services performed by the Contractor pursuant to such Task Orders, shall be subject to and governed by the terms and conditions of this Contract, whether or not the Task Order contains a provision to that effect. In the event of any inconsistency between the terms and conditions of a Task Order and the terms and conditions of this Contract, the terms and conditions of this Contract shall prevail.

4.3 The Contractor shall promptly acknowledge receipt of each Task Order, and the date of its receipt by electronic mail. Any failure by the Contractor to provide such acknowledgment shall not relieve the Contractor from discharging its obligations under the Contract.

4.4 The Contractor shall accept changes to or cancellations of Task Orders by the UNSSC without penalty or charge, provided the UNSSC provides written notice of such change or cancellation 48 hours prior to the scheduled performance date.

ARTICLE 5 FEES; PAYMENT

5.1 In full consideration for the complete, satisfactory and timely performance by the Contractor of all its obligations under this Contract, the UNSSC shall pay the Contractor the fees of «Dailyfees» per day of work for the provision for the Services. // or a sum for corresponding to the deliverables listed in Annex C.

5.2 The Contractor shall submit to the UNSSC an original copy of its invoices for all Services supplied to the UNSSC in accordance with this Contract, together with such supporting documentation as the UNSSC may require. The Contractor's invoice(s) shall specify, at a minimum, a description of the Services performed (in accordance with the Terms of Reference), the applicable fees and total fee for the Services (in accordance with the Annex C), and the Task Order to which the invoice relates. Unless otherwise authorized in writing by the UNSSC, each invoice submitted shall relate to only one Task Order.

5.3 Payments under this Contract shall be made to the Contractor thirty (30) days from receipt of the Contractor's invoice and supporting documentation and certification by the UNSSC that the Services represented by the invoice have been provided and that the Contractor has otherwise performed in conformity with the terms and conditions of this Contract and the Task Order to which the invoice relates, unless the UNSSC disputes the invoice or a portion thereof. All payments due to the Contractor under this Contract shall be made by electronic funds transfer to the Contractor's bank account, the details of which have been notified by the Contractor and are known and in possession of the UNSSC.

5.4 The Contractor acknowledges and agrees that the Staff College may withhold payment in respect of any invoice in the event that, in the opinion of the Staff College, the Contractor has not performed in accordance with the terms and conditions of this Contract, or if the Contractor has not provided sufficient documentation in support of the invoice.

5.5 If the Staff College disputes any invoice or a portion thereof, the Staff College shall notify the Contractor accordingly, including a brief explanation of why the Staff College disputes the invoice or portion thereof. With respect to disputes regarding only a portion of the invoice, the Staff College shall pay the Contractor the amount of the undisputed portion in accordance with Article 5.3 above. The Staff College and the Contractor shall consult in good faith to promptly resolve outstanding issues with respect to any disputed invoice. Once a dispute regarding an invoice or a portion thereof has been resolved, the Staff College shall pay the Contractor the relevant amount within thirty (30) days after the final resolution of such dispute.

5.6 In addition to any rights and remedies available to it, and without prejudice to any other rights or remedies that the UNSSC may have under this Contract, the UNSSC shall have the right, without prior notice to the Contractor, any such notice being waived by the Contractor, upon any amounts becoming due and payable hereunder to the Contractor, to set off, against any amount payable by the UNSSC under this Contract, any payment, indebtedness or other claim (including, without limitation, any overpayment made by the UNSSC to the Contractor) owing by the Contractor to the UNSSC hereunder or under any other contract or agreement between the Parties. The UNSSC shall promptly notify the Contractor of such set-off and the reasons therefore, provided, however, that the failure to give such notice shall not affect the validity of such set-off.

5.7 Payments made in accordance with this Article shall constitute a complete discharge of the UNSSC's obligations with respect to the relevant invoices or portions thereof.

5.8 Payments effected by the UNSSC to the Contractor shall not relieve the Contractor of its obligations under this Contract and shall not be deemed to be acceptance by the UNSSC of the Contractor's performance.

5.9 The Contractor shall not be entitled to interest on any late payment or any sums payable under this Contract nor any accrued interest on payments withheld by the UNSSC in connection with a dispute.

ARTICLE 6 REVIEW; IMPROPER PERFORMANCE

6.1 The UNSSC reserves the right to review and inspect (including the performance of tests, as appropriate) all Services performed by the Contractor under this Contract, to the extent practicable, at all reasonable places and times during the Initial Term and Extended Terms of this Contract. The UNSSC shall perform such review and inspection in a manner that will not unduly hinder the

performance of the Services by the Contractor. The Contractor shall cooperate with all such reviews and inspections by the UNSSC, at no cost or expense to the UNSSC.

6.2 If any Services performed by the Contractor do not conform to the requirements of this Contract, without prejudice to and in addition to any of the UNSSC's other rights and remedies under this Contract or otherwise, the UNSSC shall have the following options, to be exercised in its sole discretion:

6.2.1 If the UNSSC determines that the improper performance can be remedied by way of re-performance or other corrective measures by the Contractor, the UNSSC may request the Contractor in writing to take, and the Contractor shall take, at no cost or expense to the UNSSC, the measures necessary to re-perform or take other appropriate actions to remedy the improperly performed Services within thirty days after receipt of the written request from the UNSSC or within such shorter period as the UNSSC may have specified in the written request if emergency conditions so require, as determined by the UNSSC in its sole discretion.

6.2.2 If the Contractor does not promptly take corrective measures or if the UNSSC reasonably determines that the Contractor is unable to remedy the improper performance in a timely manner, the UNSSC may obtain the assistance of other entities or persons and have corrective measures taken at the cost and expense of the Contractor. In addition, in the event of the UNSSC obtains the assistance of other entities or persons, the Contractor shall cooperate with the UNSSC and such entity or person in the orderly transfer of any Services already completed by the Contractor.

6.2.3 If the UNSSC, in its sole discretion, determines that the improper performance cannot be remedied by re-performance or other corrective measures by the Contractor, the UNSSC, at the UNSSC's sole discretion, may terminate the Contract in accordance with Articles 13.1 or 13.2 (second sentence) of the General Conditions, without prejudice to and in addition to any of its other rights and remedies under this Contract or otherwise.

6.3 Neither review or inspection hereunder, nor failure to undertake any such review or inspection, shall relieve the Contractor of any of its warranty or other obligations under this Contract.

ARTICLE 7 LICENSES, PERMITS, AND OTHER AUTHORIZATIONS

7.1 The Contractor shall be responsible for obtaining, at its own cost, all licenses, permits and authorizations from governmental or other authorities necessary for the performance of this Contract, including, without limitation, all entry/exit visas and work permits for its Personnel and customs clearances for equipment and material provided by the Contractor.

ARTICLE 8 NOTICES

8.1 Except as otherwise specified in this Contract, all notices and other communications between the Parties required or contemplated under this Contract shall be in writing and shall be delivered by: electronic mail.

If to the Contractor:

«SupplierName»

«email»

If to the UNSSC:

procurement@unssc.org

8.2 Notices and other communications required or contemplated by this Contract delivered by mail shall be effective on the date of actual receipt.

ARTICLE 9 MISCELLANEOUS

9.1 Without limiting the provisions of Article 19 (Modifications) of the General Conditions, no terms or provisions of this Contract shall be deemed waived and no breach excused, unless such waiver or excuse shall be in writing and signed by the Party giving the waiver or excuse. No consent to, or excuse or waiver of, a breach of this Contract shall constitute a consent to, or excuse or waiver of, any other subsequent breach.

9.2 If any provision of this Contract shall be held to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall not in any way be affected or impaired.

9.3 Headings and titles used in this Contract are for reference purposes only and shall not be deemed a part of this Contract for any purpose whatsoever.

9.4 This Contract may be executed in any number of counterparts, each of which shall be deemed an original and all of which taken together shall be deemed to constitute one and the same instrument.

9.5 Unless the context otherwise clearly indicates, all references to the singular herein shall include the plural and vice versa.

9.6 This Contract and everything herein contained shall inure to the benefit of, and be binding upon, the Parties and their respective successors and permitted assigns. No other person shall be a third party beneficiary hereof or have or be entitled to assert rights or benefits hereunder.

9.7 Any mention to the UN or the United Nations in Annex A shall be interpreted to refer to the UNSSC or the Staff College under this Contract.

IN WITNESS WHEREOF, the Parties have, through their authorized representatives, executed this Contract on the date herein below written, electronically.

<p>THE CONTRACTOR</p> <p>Name: «signatory_name_and_title»</p> <p>Date:</p> <p>Signature:</p>	<p>ON BEHALF OF THE UNITED NATIONS SYSTEM STAFF COLLEGE</p> <p>Name:</p> <p>Title:</p> <p>Date:</p> <p>Signature:</p>
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Annex A – General Conditions of Contract for the Provision of Services

1. **LEGAL STATUS OF THE PARTIES:** The United Nations and the Contractor shall also each be referred to as a “Party” hereunder, and:
 - 1.1 Pursuant, *inter alia*, to the Charter of the United Nations and the Convention on the Privileges and Immunities of the United Nations, the United Nations, including its subsidiary organs, has full juridical personality and enjoys such privileges and immunities as are necessary for the independent fulfillment of its purposes.
 - 1.2 The Contractor shall have the legal status of an independent contractor *vis-à-vis* the United Nations, and nothing contained in or relating to the Contract shall be construed as establishing or creating between the Parties the relationship of employer and employee or of principal and agent. The officials, representatives, employees, or subcontractors of each of the Parties shall not be considered in any respect as being the employees or agents of the other Party, and each Party shall be solely responsible for all claims arising out of or relating to its engagement of such persons or entities.
2. **RESPONSIBILITY FOR EMPLOYEES:** To the extent that the Contract involves the provision of any services to the United Nations by the Contractor’s officials, employees, agents, servants, subcontractors and other representatives (collectively, the Contractor’s “personnel”), the following provisions shall apply:
 - 2.1 The Contractor shall be responsible for the professional and technical competence of the personnel it assigns to perform work under the Contract and will select reliable and competent individuals who will be able to effectively perform the obligations under the Contract and who, while doing so, will respect the local laws and customs and conform to a high standard of moral and ethical conduct.
 - 2.2 Such Contractor personnel shall be professionally qualified and, if required to work with officials or staff of the United Nations, shall be able to do so effectively. The qualifications of any personnel whom the Contractor may assign or may propose to assign to perform any obligations under the Contract shall be substantially the same, or better, as the qualifications of any personnel originally proposed by the Contractor.
 - 2.3 At the option of and in the sole discretion of the United Nations:
 - 2.3.1 the qualifications of personnel proposed by the Contractor (*e.g.*, a curriculum vitae) may be reviewed by the United Nations prior to such personnel’s performing any obligations under the Contract;
 - 2.3.2 any personnel proposed by the Contractor to perform obligations under the Contract may be interviewed by qualified staff or officials of the United Nations prior to such personnel’s performing any obligations under the Contract; and,
 - 2.3.3 in cases in which, pursuant to Article 2.3.1 or 2.3.2, above, the United Nations has reviewed the qualifications of such Contractor’s personnel, the United Nations may reasonably refuse to accept any such personnel.
 - 2.4 Requirements specified in the Contract regarding the number or qualifications of the Contractor’s personnel may change during the course of performance of the Contract. Any such change shall be made only following written notice of such proposed change and upon written agreement between the Parties regarding such change, subject to the following:
 - 2.4.1 The United Nations may, at any time, request, in writing, the withdrawal or replacement of any of the Contractor’s personnel, and such request shall not be unreasonably refused by the Contractor.
 - 2.4.2 Any of the Contractor’s personnel assigned to perform obligations under the Contract shall not be withdrawn or replaced without the prior written consent of the United Nations, which shall not be unreasonably withheld.
 - 2.4.3 The withdrawal or replacement of the Contractor’s personnel shall be carried out as quickly as possible and in a manner that will not adversely affect the performance of obligations under the Contract.
 - 2.4.4 All expenses related to the withdrawal or replacement of the Contractor’s personnel shall, in all cases, be borne exclusively by the Contractor.

Annex A – General Conditions of Contract for the Provision of Services

- 2.4.5 Any request by the United Nations for the withdrawal or replacement of the Contractor's personnel shall not be considered to be a termination, in whole or in part, of the Contract, and the United Nations shall not bear any liability in respect of such withdrawn or replaced personnel.
- 2.4.6 If a request for the withdrawal or replacement of the Contractor's personnel is *not* based upon a default by or failure on the part of the Contractor to perform its obligations in accordance with the Contract, the misconduct of the personnel, or the inability of such personnel to reasonably work together with United Nations officials and staff, then the Contractor shall not be liable by reason of any such request for the withdrawal or replacement of the Contractor's personnel for any delay in the performance by the Contractor of its obligations under the Contract that is substantially the result of such personnel's being withdrawn or replaced.
- 2.5 Nothing in Articles 2.2, 2.3 and 2.4, above, shall be construed to create any obligations on the part of the United Nations with respect to the Contractor's personnel assigned to perform work under the Contract, and such personnel shall remain the sole responsibility of the Contractor.
- 2.6 The Contractor shall be responsible for requiring that all personnel assigned by it to perform any obligations under the Contract and who may have access to any premises or other property of the United Nations shall:
- 2.6.1 undergo or comply with security screening requirements made known to the Contractor by the United Nations, including but not limited to, a review of any criminal history;
- 2.6.2 when within United Nations premises or on United Nations property, display such identification as may be approved and furnished by the United Nations security officials, and that upon the withdrawal or replacement of any such personnel or upon termination or completion of the Contract, such personnel shall immediately return any such identification to the United Nations for cancellation.
- 2.7 Within one working day after learning that any of Contractor's personnel who have access to any United Nations premises have been charged by law enforcement authorities with an offense other than a minor traffic offense, the Contractor shall provide written notice to inform the United Nations about the particulars of the charges then known and shall continue to inform the United Nations concerning all substantial developments regarding the disposition of such charges.
- 2.8 All operations of the Contractor, including without limitation, storage of equipment, materials, supplies and parts, within United Nations premises or on United Nations property shall be confined to areas authorized or approved by the United Nations. The Contractor's personnel shall not enter or pass through and shall not store or dispose of any of its equipment or materials in any areas within United Nations premises or on United Nations property without appropriate authorization from the United Nations.
3. **ASSIGNMENT:**
- 3.1 Except as provided in Article 3.2, below, the Contractor may not assign, transfer, pledge or make any other disposition of the Contract, of any part of the Contract, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of the UN. Any such unauthorized assignment, transfer, pledge or other disposition, or any attempt to do so, shall not be binding on the United Nations. Except as permitted with respect to any approved subcontractors, the Contractor shall not delegate any of its obligations under this Contract, except with the prior written consent of the UN. Any such unauthorized delegation, or attempt to do so, shall not be binding on the United Nations.
- 3.2 The Contractor may assign or otherwise transfer the Contract to the surviving entity resulting from a reorganization of the Contractor's operations, *provided that:*
- 3.2.1 such reorganization is not the result of any bankruptcy, receivership or other similar proceedings;
and,
- 3.2.2 such reorganization arises from a sale, merger, or acquisition of all or substantially all of the Contractor's assets or ownership interests; *and,*

Annex A – General Conditions of Contract for the Provision of Services

3.2.3 the Contractor promptly notifies the United Nations about such assignment or transfer at the earliest opportunity; *and*,

3.2.4 the assignee or transferee agrees in writing to be bound by all of the terms and conditions of the Contract, and such writing is promptly provided to the United Nations following the assignment or transfer.

4. **SUBCONTRACTING:** In the event that the Contractor requires the services of subcontractors to perform any obligations under the Contract, the Contractor shall obtain the prior written approval of the United Nations. The United Nations shall be entitled, in its sole discretion, to review the qualifications of any subcontractors and to reject any proposed subcontractor that the United Nations reasonably considers is not qualified to perform obligations under the Contract. The United Nations shall have the right to require any subcontractor's removal from United Nations premises without having to give any justification therefor. Any such rejection or request for removal shall not, in and of itself, entitle the Contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract, and the Contractor shall be solely responsible for all services and obligations performed by its subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

5. INDEMNIFICATION:

5.1 The Contractor shall indemnify, defend, and hold and save harmless, the United Nations, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against the United Nations, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to:

5.1.1 allegations or claims that the possession of or use by the United Nations of any patented device, any copyrighted material, or any other goods, property or services provided or licensed to the United Nations under the terms of the Contract, in whole or in part, separately or in a combination contemplated by the Contractor's published specifications therefor, or otherwise specifically approved by the Contractor, constitutes an infringement of any patent, copyright, trademark, or other intellectual property right of any third party; *or*,

5.1.2 any acts or omissions of the Contractor, or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

5.2 The indemnity set forth in Article 5.1.1, above, shall not apply to:

5.2.1 A claim of infringement resulting from the Contractor's compliance with specific written instructions by the United Nations directing a change in the specifications for the goods, property, materials, equipment or supplies to be or used, or directing a manner of performance of the Contract or requiring the use of specifications not normally used by the Contractor; *or*

5.2.2 A claim of infringement resulting from additions to or changes in any goods, property, materials equipment, supplies or any components thereof furnished under the Contract if the United Nations or another party acting under the direction of the United Nations made such changes.

5.3 In addition to the indemnity obligations set forth in this Article 5, the Contractor shall be obligated, at its sole expense, to defend the United Nations and its officials, agents and employees, pursuant to this Article 5, regardless of whether the suits, proceedings, claims and demands in question actually give rise to or otherwise result in any loss or liability.

5.4 The United Nations shall advise the Contractor about any such suits, proceedings, claims, demands, losses or liability within a reasonable period of time after having received actual notice thereof. The Contractor shall have sole control of the defense of any such suit, proceeding, claim or demand and of all negotiations in connection with the settlement or compromise thereof, except with respect to the assertion or defense of the privileges and immunities of the United Nations or any matter relating thereto, for which only the United Nations itself is

Annex A – General Conditions of Contract for the Provision of Services

authorized to assert and maintain. The United Nations shall have the right, at its own expense, to be represented in any such suit, proceeding, claim or demand by independent counsel of its own choosing.

5.5 In the event the use by the United Nations of any goods, property or services provided or licensed to the United Nations by the Contractor, in whole or in part, in any suit or proceeding, is for any reason enjoined, temporarily or permanently, or is found to infringe any patent, copyright, trademark or other intellectual property right, or in the event of a settlement, is enjoined, limited or otherwise interfered with, then the Contractor, at its sole cost and expense, shall, promptly, either:

5.5.1 procure for the United Nations the unrestricted right to continue using such goods or services provided to the United Nations;

5.5.2 replace or modify the goods or services provided to the United Nations, or part thereof, with the equivalent or better goods or services, or part thereof, that is non-infringing; *or*,

5.5.3 refund to the United Nations the full price paid by the United Nations for the right to have or use such goods, property or services, or part thereof.

6. INSURANCE AND LIABILITY:

6.1 The Contractor shall pay the United Nations promptly for all loss, destruction, or damage to the property of the United Nations caused by the Contractor's personnel or by any of its subcontractors or anyone else directly or indirectly employed by the Contractor or any of its subcontractors in the performance of the Contract.

6.2 Unless otherwise provided in the Contract, prior to commencement of performance of any other obligations under the Contract, and subject to any limits set forth in the Contract, the Contractor shall take out and shall maintain for the entire term of the Contract, for any extension thereof, and for a period following any termination of the Contract reasonably adequate to deal with losses:

6.2.1 insurance against all risks in respect of its property and any equipment used for the performance of the Contract;

6.2.2 workers' compensation insurance, or its equivalent, or employer's liability insurance, or its equivalent, with respect to the Contractor's personnel sufficient to cover all claims for injury, death and disability, or any other benefits required to be paid by law, in connection with the performance of the Contract;

6.2.3 liability insurance in an adequate amount to cover all claims, including, but not limited to, claims for death and bodily injury, products and completed operations liability, loss of or damage to property, and personal and advertising injury, arising from or in connection with the Contractor's performance under the Contract, including, but not limited to, liability arising out of or in connection with the acts or omissions of the Contractor, its personnel, agents, or invitees, or the use, during the performance of the Contract, of any vehicles, boats, airplanes or other transportation vehicles and equipment, whether or not owned by the Contractor; *and*,

6.2.4 such other insurance as may be agreed upon in writing between the United Nations and the Contractor.

6.3 The Contractor's liability policies shall also cover subcontractors and all defense costs and shall contain a standard "cross liability" clause.

6.4 The Contractor acknowledges and agrees that the United Nations accepts no responsibility for providing life, health, accident, travel or any other insurance coverage which may be necessary or desirable in respect of any personnel performing services for the Contractor in connection with the Contract.

6.5 Except for the workers' compensation insurance or any self-insurance program maintained by the Contractor and approved by the United Nations, in its sole discretion, for purposes of fulfilling the Contractor's requirements for providing insurance under the Contract, the insurance policies required under the Contract shall:

6.5.1 name the United Nations as an additional insured under the liability policies, including, if required, as a separate endorsement under the policy;

6.5.2 include a waiver of subrogation of the Contractor's insurance carrier's rights against the United Nations;

Annex A – General Conditions of Contract for the Provision of Services

- 6.5.3 provide that the United Nations shall receive written notice from the Contractor's insurance carrier not less than thirty (30) days prior to any cancellation or material change of coverage; *and*,
- 6.5.4 include a provision for response on a primary and non-contributing basis with respect to any other insurance that may be available to the United Nations.
- 6.6 The Contractor shall be responsible to fund all amounts within any policy deductible or retention.
- 6.7 Except for any self-insurance program maintained by the Contractor and approved by the United Nations for purposes of fulfilling the Contractor's requirements for maintaining insurance under the Contract, the Contractor shall maintain the insurance taken out under the Contract with reputable insurers that are in good financial standing and that are acceptable to the United Nations. Prior to the commencement of any obligations under the Contract, the Contractor shall provide the United Nations with evidence, in the form of certificate of insurance or such other form as the United Nations may reasonably require, that demonstrates that the Contractor has taken out insurance in accordance with the requirements of the Contract. The United Nations reserves the right, upon written notice to the Contractor, to obtain copies of any insurance policies or insurance program descriptions required to be maintained by the Contractor under the Contract. Notwithstanding the provisions of Article 6.5.3, above, the Contractor shall promptly notify the United Nations concerning any cancellation or material change of insurance coverage required under the Contract.
- 6.8 The Contractor acknowledges and agrees that neither the requirement for taking out and maintaining insurance as set forth in the Contract nor the amount of any such insurance, including, but not limited to, any deductible or retention relating thereto, shall in any way be construed as limiting the Contractor's liability arising under or relating to the Contract.
7. **ENCUMBRANCES AND LIENS:** The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the United Nations against any monies due to the Contractor or that may become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Contractor or the United Nations.
8. **EQUIPMENT FURNISHED BY THE UNITED NATIONS TO THE CONTRACTOR:** Title to any equipment and supplies that may be furnished by the United Nations to the Contractor for the performance of any obligations under the Contract shall rest with the United Nations, and any such equipment shall be returned to the United Nations at the conclusion of the Contract or when no longer needed by the Contractor. Such equipment, when returned to the United Nations, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear, and the Contractor shall be liable to compensate the United Nations for the actual costs of any loss of, damage to, or degradation of the equipment that is beyond normal wear and tear.
9. **COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:**
- 9.1 Except as is otherwise expressly provided in writing in the Contract, the United Nations shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the United Nations under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the United Nations.
- 9.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the United Nations does not and shall not claim any ownership interest thereto, and the Contractor grants to the United Nations a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

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- 9.3 At the request of the United Nations, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the United Nations in compliance with the requirements of the applicable law and of the Contract.
- 9.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the United Nations, shall be made available for use or inspection by the United Nations at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to United Nations authorized officials on completion of work under the Contract.
10. **PUBLICITY, AND USE OF THE NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS:** The Contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with the United Nations, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of the United Nations, or any abbreviation of the name of the United Nations in connection with its business or otherwise without the written permission the United Nations.
11. **CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:** Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party (“Discloser”) to the other Party (“Recipient”) during the course of performance of the Contract, and that is designated as confidential (“Information”), shall be held in confidence by that Party and shall be handled as follows:
- 11.1 The Recipient shall:
- 11.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser’s Information as it uses with its own similar Information that it does not wish to disclose, publish or disseminate; *and*,
- 11.1.2 use the Discloser’s Information solely for the purpose for which it was disclosed.
- 11.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 11, the Recipient may disclose Information to:
- 11.2.1 any other party with the Discloser’s prior written consent; *and*,
- 11.2.2 the Recipient’s employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, *provided that*, for these purposes a controlled legal entity means:
- 11.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; *or*,
- 11.2.2.2 any entity over which the Party exercises effective managerial control; *or*,
- 11.2.2.3 for the United Nations, a principal or subsidiary organ of the United Nations established in accordance with the Charter of the United Nations.
- 11.3 The Contractor may disclose Information to the extent required by law, *provided that*, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the United Nations sufficient prior notice of a request for the disclosure of Information in order to allow the United Nations to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.
- 11.4 The United Nations may disclose Information to the extent as required pursuant to the Charter of the United Nations, or pursuant to resolutions or regulations of the General Assembly or rules promulgated thereunder.
- 11.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of

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confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

- 11.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

12. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:

- 12.1 In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the affected Party shall give notice and full particulars in writing to the other Party, of such occurrence or cause if the affected Party is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The affected Party shall also notify the other Party of any other changes in condition or the occurrence of any event which interferes or threatens to interfere with its performance of the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in condition or occurrence, the affected Party shall also submit a statement to the other Party of estimated expenditures that will likely be incurred for the duration of the change in condition or the event of *force majeure*. On receipt of the notice or notices required hereunder, the Party not affected by the occurrence of a cause constituting *force majeure* shall take such action as it reasonably considers to be appropriate or necessary in the circumstances, including the granting to the affected Party of a reasonable extension of time in which to perform any obligations under the Contract.

- 12.2 If the Contractor is rendered unable, wholly or in part, by reason of *force majeure* to perform its obligations and meet its responsibilities under the Contract, the United Nations shall have the right to suspend or terminate the Contract on the same terms and conditions as are provided for in Article 13, "Termination," except that the period of notice shall be seven (7) days instead of thirty (30) days. In any case, the United Nations shall be entitled to consider the Contractor permanently unable to perform its obligations under the Contract in case the Contractor is unable to perform its obligations, wholly or in part, by reason of *force majeure* for any period in excess of ninety (90) days.

- 12.3 *Force majeure* as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, *provided that* such acts arise from causes beyond the control and without the fault or negligence of the Contractor. The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in areas in which the United Nations is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas, or to any incidents of civil unrest occurring in such areas, shall not, in and of itself, constitute *force majeure* under the Contract.

13. TERMINATION:

- 13.1 Either Party may terminate the Contract for cause, in whole or in part, upon thirty (30) day's notice, in writing, to the other Party. The initiation of conciliation or arbitral proceedings in accordance with Article 16 "Settlement of Disputes," below, shall not be deemed to be a "cause" for or otherwise to be in itself a termination of the Contract.

- 13.2 The United Nations may terminate the Contract at any time by providing written notice to the Contractor in any case in which the mandate of the United Nations applicable to the performance of the Contract or the funding of the United Nations applicable to the Contract is curtailed or terminated, whether in whole or in part. In addition, unless otherwise provided by the Contract, upon sixty (60) day's advance written notice to the Contractor, the United Nations may terminate the Contract without having to provide any justification therefor.

- 13.3 In the event of any termination of the Contract, upon receipt of notice of termination that has been issued by the United Nations, the Contractor shall, except as may be directed by the United Nations in the notice of termination or otherwise in writing:

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- 13.3.1 take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum;
 - 13.3.2 refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice;
 - 13.3.3 place no further subcontracts or orders for materials, services, or facilities, except as the United Nations and the Contractor agree in writing are necessary to complete any portion of the Contract that is not terminated;
 - 13.3.4 terminate all subcontracts or orders to the extent they relate to the portion of the Contract terminated;
 - 13.3.5 transfer title and deliver to the United Nations the fabricated or unfabricated parts, work in process, completed work, supplies, and other material produced or acquired for the portion of the Contract terminated;
 - 13.3.6 deliver all completed or partially completed plans, drawings, information, and other property that, if the Contract had been completed, would be required to be furnished to the United Nations thereunder;
 - 13.3.7 complete performance of the work not terminated; *and*,
 - 13.3.8 take any other action that may be necessary, or that the United Nations may direct in writing, for the minimization of losses and for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Contractor and in which the United Nations has or may be reasonably expected to acquire an interest.
- 13.4 In the event of any termination of the Contract, the United Nations shall be entitled to obtain reasonable written accountings from the Contractor concerning all obligations performed or pending in accordance with the Contract. In addition, the United Nations shall not be liable to pay the Contractor except for those goods delivered and services provided to the United Nations in accordance with the requirements of the Contract, but only if such goods or services were ordered, requested or otherwise provided prior to the Contractor's receipt of notice of termination from the United Nations or prior to the Contractor's tendering of notice of termination to the United Nations.
- 13.5 The United Nations may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that:
- 13.5.1 the Contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, or applies for a moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent;
 - 13.5.2 the Contractor is granted a moratorium or a stay, or is declared insolvent;
 - 13.5.3 the Contractor makes an assignment for the benefit of one or more of its creditors;
 - 13.5.4 a Receiver is appointed on account of the insolvency of the Contractor;
 - 13.5.5 the Contractor offers a settlement in lieu of bankruptcy or receivership; *or*,
 - 13.5.6 the United Nations reasonably determines that the Contractor has become subject to a materially adverse change in its financial condition that threatens to substantially affect the ability of the Contractor to perform any of its obligations under the Contract.
- 13.6 Except as prohibited by law, the Contractor shall be bound to compensate the United Nations for all damages and costs, including, but not limited to, all costs incurred by the United Nations in any legal or non-legal proceedings, as a result of any of the events specified in Article 13.5, above, and resulting from or relating to a termination of the Contract, even if the Contractor is adjudged bankrupt, or is granted a moratorium or stay or is declared insolvent. The Contractor shall immediately inform the United Nations of the occurrence of any of the events specified in Article 13.5, above, and shall provide the United Nations with any information pertinent thereto.
- 13.7 The provisions of this Article 13 are without prejudice to any other rights or remedies of the United Nations under the Contract or otherwise.

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14. **NON-WAIVER OF RIGHTS:** The failure by either Party to exercise any rights available to it, whether under the Contract or otherwise, shall not be deemed for any purposes to constitute a waiver by the other Party of any such right or any remedy associated therewith, and shall not relieve the Parties of any of their obligations under the Contract.
15. **NON-EXCLUSIVITY:** Unless otherwise specified in the Contract, the United Nations shall have no obligation to purchase any minimum quantities of goods or services from the Contractor, and the United Nations shall have no limitation on its right to obtain goods or services of the same kind, quality and quantity described in the Contract, from any other source at any time.
16. **SETTLEMENT OF DISPUTES:**
 - 16.1 **AMICABLE SETTLEMENT:** The Parties shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of the Contract or the breach, termination, or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law (“UNCITRAL”), or according to such other procedure as may be agreed between the Parties in writing.
 - 16.2 **ARBITRATION:** Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party’s written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 (“Interim measures”) and Article 34 (“Form and effect of the award”) of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate (“LIBOR”) then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.
17. **PRIVILEGES AND IMMUNITIES:** Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.
18. **TAX EXEMPTION:**
 - 18.1 Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations provides, *inter alia*, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the exemptions of the United Nations from such taxes, restrictions, duties, or charges, the Contractor shall immediately consult with the United Nations to determine a mutually acceptable procedure.
 - 18.2 The Contractor authorizes the United Nations to deduct from the Contractor’s invoices any amount representing such taxes, duties or charges, unless the Contractor has consulted with the United Nations before the payment thereof and the United Nations has, in each instance, specifically authorized the Contractor to pay such taxes, duties, or charges under written protest. In that event, the Contractor shall provide the United Nations with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized, and the United Nations shall reimburse the Contractor for any such taxes, duties, or charges so authorized by the United Nations and paid by the Contractor under written protest.
19. **MODIFICATIONS:**
 - 19.1 Pursuant to the Financial Regulations and Rules of the United Nations, only the Chief of the United Nations Procurement Division, or such other Contracting authority as the United Nations has made known to the Contractor in writing, possesses the authority to agree on behalf of the United Nations to any modification of or

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change in the Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in the Contract shall be valid and enforceable against the United Nations unless provided by a valid written amendment to the Contract signed by the Contractor and the Chief of the United Nations Procurement Division or such other contracting authority.

19.2 If the Contract shall be extended for additional periods in accordance with the terms and conditions of the Contract, the terms and conditions applicable to any such extended term of the Contract shall be the same terms and conditions as set forth in the Contract, unless the Parties shall have agreed otherwise pursuant to a valid amendment concluded in accordance with Article 19.1, above.

19.3 The terms or conditions of any supplemental undertakings, licenses, or other forms of agreement concerning any goods or services provided under the Contract shall not be valid and enforceable against the United Nations nor in any way shall constitute an agreement by the United Nations thereto unless any such undertakings, licenses or other forms are the subject of a valid amendment concluded in accordance with Article 19.1, above.

20. AUDITS AND INVESTIGATIONS:

20.1 Each invoice paid by the United Nations shall be subject to a post-payment audit by auditors, whether internal or external, of the United Nations or by other authorized and qualified agents of the United Nations at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract. The United Nations shall be entitled to a refund from the Contractor for any amounts shown by such audits to have been paid by the United Nations other than in accordance with the terms and conditions of the Contract.

20.2 The United Nations may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the operations of the Contractor generally relating to performance of the Contract at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract.

20.3 The Contractor shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Contractor's obligation to make available its personnel and any relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to the United Nations access to the Contractor's premises at reasonable times and on reasonable conditions in connection with such access to the Contractor's personnel and relevant documentation. The Contractor shall require its agents, including, but not limited to, the Contractor's attorneys, accountants or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by the United Nations hereunder.

21. LIMITATION ON ACTIONS:

21.1 Except with respect to any indemnification obligations in Article 5, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 16.2, above, arising out of the Contract must be commenced within three years after the cause of action has accrued.

21.2 The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action, or in the case of a breach of warranty, when tender of delivery is made, except that, if a warranty extends to future performance of the goods or any process or system and the discovery of the breach consequently must await the time when such goods or other process or system is ready to perform in accordance with the requirements of the Contract, the cause of action accrues when such time of future performance actually begins.

22. **ESSENTIAL TERMS:** The Contractor acknowledges and agrees that each of the provisions in Articles 23 to 28 hereof constitutes an essential term of the Contract and that any breach of any of these provisions shall entitle the United Nations to terminate the Contract or any other contract with the United Nations immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

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23. **SOURCE OF INSTRUCTIONS:** The Contractor shall neither seek nor accept instructions from any authority external to the United Nations in connection with the performance of its obligations under the Contract. Should any authority external to the United Nations seek to impose any instructions concerning or restrictions on the Contractor's performance under the Contract, the Contractor shall promptly notify the United Nations and provide all reasonable assistance required by the United Nations. The Contractor shall not take any action in respect of the performance of its obligations under the Contract that may adversely affect the interests of the United Nations, and the Contractor shall perform its obligations under the Contract with the fullest regard to the interests of the United Nations.
24. **OFFICIALS NOT TO BENEFIT:** The Contractor warrants that it has not and shall not offer to any representative, official, employee, or other agent of the United Nations any direct or indirect benefit arising from or related to the performance of the Contract or of any other contract with the United Nations or the award thereof or for any other purpose intended to gain an advantage for the Contractor.
25. **OBSERVANCE OF THE LAW:** The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the Contract. In addition, the Contractor shall maintain compliance with all obligations relating to its registration as a qualified vendor of goods or services to the United Nations, as such obligations are set forth in the United Nations vendor registration procedures.
26. **CHILD LABOR:** The Contractor represents and warrants that neither it, its parent entities (if any), nor any of the Contractor's subsidiary or affiliated entities (if any) is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, *inter alia*, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.
27. **MINES:** The Contractor represents and warrants that neither it, its parent entities (if any), nor any of the Contractor's subsidiaries or affiliated entities (if any) is engaged in the sale or manufacture of anti-personnel mines or components utilized in the manufacture of anti-personnel mines.
28. **SEXUAL EXPLOITATION:**
 - 28.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its employees or any other persons engaged and controlled by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all reasonable and appropriate measures to prohibit its employees or other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favors or activities, or from engaging any sexual activities that are exploitive or degrading to any person.
 - 28.2 The United Nations shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

ANNEX B
TERMS OF RERERENCE

[FILLER FOR TERMS OF REFERENCE]

ANNEX C
Financial Offer

[FILLER FOR FINANCIAL OFFER]

ANNEX D – TASK ORDER TEMPLATE

TASK ORDER N. X/YEAR

This Task Order is issued in accordance with the terms and conditions of the Long Term Agreement between the United Nations System Staff College and **Supplier** (the Reference Contract)

A. SUMMARY

Reference: Contract/LTA n. [insert number, if any] between [Name of Supplier] and the United Nations System Staff College for the provision of [services]

Buyer: The United Nations System Staff College (UNSSC)

Contractor: [insert Name of Supplier]

Amount: [insert amount of the order]

Purpose: [insert the scope]

Timeline: [insert number of days + start date and end date]

Annexes [list of annexes, if required]

Deliverables: [list of deliverables]

The Contractor shall be fully responsible to administer the activities in accordance with the terms and conditions of the Reference Contract efficiently and effectively.

B. BUDGET

The total budget for this Task Order is [budget amount] in accordance with the Annex [...] of the Reference Contract. More precisely, the budget is composed of:

[provide table if appropriate]

The UNSSC will not be responsible for any financial commitment or expenditure made by the Contractor in excess of the Budget for the Activities. The Contractor warrants that the budget is sufficient to carry out the Activities effectively and to the highest professional standards.

C. MISCELLANEOUS

The provisions of the Reference Contract shall prevail if in contrast with the terms of this Task Order. The provision in this Task Order shall not modify, alter or affect the terms and conditions of the Reference Contract

ANNEX D- TASK ORDER TEMPLATE

D. ENTRY INTO FORCE

This Task Order will be effective upon its signature by the authorized representatives of the Parties and cease to be in force upon completion of the Activities by the Contractor. This Task Order will cease to be in force upon termination of the Reference Contract.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed and accepted the present Task Order, electronically.

Signed
The Contractor

Signed
On behalf of the UNSSC¹

¹ UNSSC's signature may be omitted if the Task Order is annexed to a duly approved Purchase Order.

Appendix A - TECHNICAL PROPOSAL FORM

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

Coaching services

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 Proposal RFP/UNSSC/2026/01 for the provision of **Coaching services**.

Our Proposal (Technical and Financial here below) 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](#) as per Annex D and that we are compliant with the relevant privacy legislation and have appropriate measures implemented to protect the security of personal data.

We are hereby submitting our Technical Proposal **to email address:** tenders@unssc.org.

We understand that UNSSC reserves the right to reject Proposals found not fully compliant with the Terms of Reference and/or incomplete.

Yours sincerely,

Coach Name / Legal name (as per the name appearing on the invoice)	
Account focal point (if different)	
Address:	
Telephone Number:	
Email:	
Name and Title of Signatory	
Signature and Stamp	
Date	



TECHNICAL PROPOSAL

Please select the specific coaching service(s) you are bidding for:

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

Please provide:

- a **complete and detailed CV** clearly identifying experience in the lot(s) you are bidding for (A, B, C, D, E), including:
 - **Education details**
 - **Language(s) and proficiency levels**
 - **Relevant experience in the selected lot(s)**

The above documentation can be inserted here below or attached as a separate document. In the latter case, please specify here below the name of the file to refer to. Please make sure to provide evidence of the experience in the chosen thematic area.

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.

Please provide the information here below or as a separate attached document. In the latter case, please specify here below the name of the file to refer to.

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.

Please provide the information here below or as a separate attached document. In the latter case, please specify here below the name of the file to refer to.

Please provide:

- at least 3 **references** from previous clients with contact details that UNSSC may reach out for reference check.

Please provide the information here below or as a separate attached document. In the latter case, please specify here below the name of the file to refer to.

Please provide:

- a copy of **International Coaching certifications**, including specific ones, if any, for the lot(s) you are bidding for (ICF or equivalent).

Please attach them as part of the submission.

Please indicate:

- the **assessment instruments** in which you are certified (e.g. DiSC, Belbin Team Roles, MBTI, CliftonStrengths, Hogan, Emotional Intelligence, or others).).

Please list them here below or as a separate attached document. In the latter case, please specify here below the name of the file to refer to.



Please provide:

- a detailed explanation on **thematic areas** of your main expertise
- **target audiences** you are specialized in.
- **coaching methodology** adopted per each area(s) you are bidding for.

Please provide the information here below or as a separate attached document. In the latter case, please specify here below the name of the file to refer to.

Please provide:

- a **audio and / or video recording** of any of the deliverable under 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.

Please provide the information here below or as a separate attached document. In the latter case, please specify here below the name of the file to refer to.

RFP 2026/01 Coaching services

Financial Offer form

Coach Name:	
Currency of the quotation:	
Submission date:	
Offer validity:	
Signature:	

- Please indicate rate per each session without VAT
- Please fill-in only the quotation for the lot(s) (A, B, C, D, E) you are bidding for.
- Please fill-in yellow cells.

A Certified Executive coaches for individual coaching sessions				
#	Individual Coaching session	Currency	Unitary rate	Comments
1	60 minute session (G to P2 level)			
2	90 minute session (G to P2 level)			
3	60 minute session (P3 to P5 level)			
4	90 minute session (P3 to P5 level)			
5	60 minute session (D1 to D2 level)			
6	90 minute session (D1 to D2 level)			
7	60 minute session (USG to ASG level)			
8	90 minute session (USG to ASG level)			
9	Preparation time			
10	Report			
11	Daily rate			
12	Other (please specify, if any)			

B Peer Coaching				
#	Peer Coaching session	Currency	Unitary rate	Comments
1	90 minute session			
2	120 minute session			
3	Preparation time			
4	Report			
5	Daily rate			
6	Other (please specify, if any)			

C Coaching Skills Trainer				
#	Team Coaching session	Currency	Unitary rate	Comments
1	Daily rate for design and Development of materials			
2	Daily rate for delivery training sessions (online)			
3	Daily rate for delivery training sessions (face-to-face)			
4	Report			
5	Other (please specify, if any)			

D Team Coaching				
#	Team Coaching session	Currency	Unitary rate	Comments
1	120 minute session (online)			
2	120 minute session (face-to-face)			
3	Preparation time			
4	Report			
5	Daily rate			
6	Other (please specify, if any)			

E Performance Evaluator in ICF-accredited Coaching Education Programme, Level 1				
#	Team Coaching session	Currency	Unitary rate	Comments
1	Daily rate for design and Development of materials			
2	Daily rate for delivery training sessions (online)			
3	Daily rate for delivery training sessions (face-to-face)			
4	Report			
5	Other (please specify, if any)			

RFP UNSSC/2026/01 on Coaching services

#	Question	Answer
1	Could you please confirm if this tender is open to legal entities/organizations wishing to propose a team of coaches, or if it is restricted exclusively to individual consultants?	<p>The RFP is addressed to individual coaches (under their personal or individual company name capacity).</p> <p>In case of companies with multiple coaches associated, submission is possible to the extent that:</p> <ul style="list-style-type: none"> - The company clearly identifies the specific coaches that will be designated to UNSSC and for which lot(s). All information requested shall be submitted per each coach proposed (CV, references, coaching methodology, recording, etc); - UNSSC is allowed to have direct contact with the designated coaches throughout the duration of the coaching program.
2	I'd like to ask if you are only accepting individual coaches, or if we at [company name], who have a fantastic collection of associate coaches, may also submit a response and be considered?	See Answer to question n.1.
3	Could you confirm this is a roster for individuals only (no companies) and hence individuals will be invoicing in their personal capacity?	See Answer to question n.1. Invoices shall be issued by the individual coach or (individual) company, based on the fiscal registration in their country.
4	The section on fees is interesting in the past there used to be a sliding scale of coaching fees according to the coaching level and the experience of the assigned coach, does this still exist in the system?	<p>Appendix B is drafted in order to request quotations per each coaching session.</p> <ul style="list-style-type: none"> - For Lot A on individual coaching, Appendix B requires coaches to submit their best quotations based on the grade of the coachee (from G to ASG grade) and the duration of each session. - For other lots we ask for the quotation per each session based on the duration and the delivery modality (if in presence or online), regardless of the grade of participants. <p>We request coaches to submit their <u>best quotations</u> filling in the form, so as to allow for comparable financial evaluation of all offers.</p> <p>Should you wish to provide comments or clarifications, please provide them in the relevant column (column E of the excel file).</p> <p>Should you have a different price scheme, please add rows under line "other" and provide details.</p>
5	Could you confirm if you are considering digital business coaching providers or are you only interested in engaging business coaches directly on an individual basis?	See Answer to question n.1
6	My Question is about the recordings: given the short turnaround time, how will the lack of it impact the evaluation outcome?	The RFP, through Amendment n.1, has removed the mandatory requirement for audio/video recording submission for all Lots. Nevertheless, the evaluation criteria have not been amended. This means that an offer sent without the audio/video recording will be accepted and evaluated, but will not receive any points under the technical criteria 6 "Quality of audio/video recording of sessions in the area(s) you are bidding for".
7	As I do not record my sessions for a number of reasons. I would be grateful if you would confirm whether this is a requirement, or I can still proceed without that.	See Answer to question n.6

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8	As an organisation with multiple executive coaches, culture and senior leadership development experts are we able to apply as an organisation putting forward a selected pool of suitably qualified and experienced individuals, assuming that we do ensure that we demonstrate how individuals meet the person specification / requirements for the relevant Lot and provide suitable case study evidence etc. for the proposed individuals?	See Answer to question n.1
9	Your request for a recording (audio or video) of any of the lots is noted as pass/fail. We have questions about data protection, confidentiality and permissions from clients before sharing these. Also clarification on the length and content of these recordings. Please can we check that if we do not feel able to share these with you, even if we have PCC and MCC Coaches that meet the spec, our application would fail?	See Answer to question n.6. Regarding the length, please do not exceed 1 hour and only submit recordings for which the coachee has consented to.
10	I understand that I would have to send 3 Appendix A -one for each lot- and just one Appendix B, having included the 3 lots at the same file, am I all right?	You can submit your technical offer in one of the following modalities: - an Appendix A per each lot; - one Appendix A for all lots clearly containing the information for each lot you are applying for. - one Appendix A listing the name of the separate file(s) where information is provided per each lot. In this case, please submit also the file(s) and any supporting documents required.
11	In Appendix B, do I have to specify the currency of my Financial Offer Form in Dollars, as it is the UN commun currency or in Euros, as it's my currency? Knowing this, what am I supposed to include under "Unitary Rate" and "Comments"?	Please indicate the currency in which you will be invoicing the services. Under "Unitary rate", you should fill in the unitary cost for each item listed. Under "Comments" you can add any comment or details on the rates that you wish to provide.
12	Is it all right to send an audio recording of a peer coaching/team coaching/coaching skills training session? Or do you encourage to send a video recording one? They must be in English or could they be in Spanish?	Either audio or video is acceptable. No need to be in English. Spanish is acceptable.
13	For Lot B: Do I need to provide recording of the session as a pre-requisite if I am applying for Peer coaching?	See Answer to question n.6
14	For Lot E: with regard to vetting experience for Level 1/Level 2 evaluation for at least 2 programs, do I need to acquire recommendation letters from these institutions?	Yes, please.
15	Do I need to attach other certificates I have apart from ICF PCC if they are obtained from non-ICF schools/programs? for example I have DISC certification, Exponential Coaching Academy certification, team coaching, etc. or PCC is all that is needed.	Regardless of the lot(s) you are bidding for, please submit all relevant certifications and accreditations obtained from ICF or non-ICF institutions. Only for lot E, in addition to the other certifications, you are required to share: - Active PCC or MCC credentials; - 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).

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16	For Financial Proposal: is there any preferable template to be filled in? if yes, please share.	Yes, the financial proposal shall be submitted by filling in Appendix B. The editable Excel version of Appendix B, together with the editable word version of Appendix A, is downloadable from UNGM website, at the following link: https://www.ungm.org/Public/Notice/292735
17	In order to custom-tailor my proposal I would like to understand, if there is a specific program to be supported (like UNSSC Innovation Springboard) or if this RFP is for general coaching services to be assigned to various programs/topics as needed.	<p>The present RFP aims at identifying multiple coaches under different thematic areas per each lot, in response to specific programs. Awarded coaches will then be called to perform the services based on their expertise, in line with the clients' needs . Some of the thematic areas we are looking for are the following, as indicated in the RFP. Feel free to list other thematic areas based on the expertise of each coach:</p> <p>LOT A on individual coaching:</p> <ul style="list-style-type: none"> - Executive coaching; - Career coaching; - 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. <p>LOT B on Peer Coaching and LOT D on Team Coaching:</p> <ul style="list-style-type: none"> - Innovation; - Behavioural Science; - Foresight; - Data; - Digital.
18	Can you please confirm whether the fluency in a second language is an absolute requirement to be considered for this bid?	As per the minimum requirements, fluency in English is mandatory. Fluency in a second language or more languages will be an asset. The more languages a coach can deliver sessions in, the higher the score for the criteria on "Speaking and writing skills in multiple languages" will be.
19	The RFP on page 3 specifies that all applicants must be fluent in one or more languages (in addition to English) and those languages do not include German. As I am unfortunately not fluent enough in any of the languages mentioned but am fluent in both English and German, I wanted to double-check the requirement to see if I qualify for applying or not (I do meet the other requirements).	See Answer to question n. 18
20	May a coaching firm submit a single proposal on behalf of named individual coaches within its team, provided each coach fully meets the individual eligibility requirements specified in the RFP?	See Answer to question n.1

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21	<p>Appendix A states: “By signing the present Appendix, we confirm acceptance of UNGCC as per Annex D and that we are compliant with the relevant privacy legislation and have appropriate measures implemented to protect the security of personal data.” In this regard, I would be grateful if you could kindly confirm that no additional documentation is required to be submitted or attached to Annex A in relation to these two matters.</p>	<p>Correct, at this stage by filling-in and signing Appendix A, you are already confirming acceptance of the UN General Conditions of Contract and your compliance with the applicable privacy regulations. In case of award, the UNGCC will be integral part of the LTA that will be signed.</p>
22	<p>LANGUAGE OF SUPPORTING MATERIALS Could you please confirm whether supporting materials such as training session recordings (Lot C) and performance evaluation recordings and rubrics (Lot E) are required to be in English?</p>	<p>No, recordings of sessions are not mandatory to be in English.</p>
23	<p>I note that Article 5.2 of the new LTA template explicitly requires contractors to submit invoices for services rendered. could you please clarify in which currency I would be required to invoice under the new LTA? I would also need to confirm whether my financial proposal in Appendix B should reflect Euro pricing rather than USD, so that I may submit my financial offer correctly.</p>	<p>Each coach is required to submit the rates in the currency they will be invoicing. For financial comparison purposes, the rates will be converted to USD at the UN exchange rate applicable at the time of the RFP closure. In case of award, the LTA will be signed in the currency specified in Appendix B.</p>

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