

REQUEST FOR INFORMATION (RFI)

RFI Reference No.	UNSSC/RFI/2026/01
Date:	01/04/2026
Title of the RFI:	Development of a Proprietary 360-Degree Assessment and AI Analytics Platform
RFI Closing date and time:	27 April 2026 h. 23:59 CET
Email address for clarifications and responses :	procurement@unssc.org

I. Background:

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](#).

As part of UNSSC activities, the 360-degree assessment is essential to deliver high-quality courses. The way UNSSC uses 360-degree assessments is twofold:

1. As part of the UNSSC activities, the 360-degree assessment is essential to deliver high-quality courses, as 360-degree assessments are used as **learning components** in our training programmes, and they have a developmental purpose and they are not tied to performance management or any HR-related processes. They are usually connected to the executive coaching component, as coaching is used as a safe space to discuss and debrief the 360-degree report.
2. UNSSC is also using 360-degree assessments **as stand-alone developmental tools with other UN Agencies**, whenever such Agencies (which are direct UNSSC Clients) express the need to run a broad overview of the staff's leadership and managerial competencies. Such activities are always followed by a thorough executive coaching path, where the strengths, areas of development and blind spots outlined in the 360 reports are addressed and unpacked.

Our 360-degree assessments are carefully designed around the specific course curriculum, but they are also cross-mapped against our main UN frameworks (e.g., the United Nations System Leadership Framework, the United Nations Values and Behaviours Framework, UNSSC's Leadership and Management Competency Framework, and others).

UNSSC is currently relying on external providers for the provision of the 360-degree assessment services. However, the aim is to transition from a fully outsourced and costly model to an in-house solution.

II. Objectives of the RFI:

UNSSC is seeking information from experienced technology firms, specialized HR technology developers, and/or consulting consortiums on the design, development, and implementation of **a proprietary 360-Degree Assessment Platform**, enhanced with advanced Artificial Intelligence (AI) and Machine Learning (ML) capabilities.

The result shall be a scalable, customizable, and cost-effective internal solution that ensures full data ownership and integration capability with our existing Educational Technology System

The desired outcome is to explore the feasibility and possibility of transitioning from a costly, fully outsourced model to an in-house platform, enabling us to:

1. **Gain full ownership and control:** achieve complete operational control over assessment design, data security, and administration workflows.
2. **Ensure data integrity and customization:** align the assessment methodology perfectly with our proprietary competency model and talent strategy.
3. **Drive innovation:** integrate cutting-edge AI features, specifically those related to qualitative data analysis and personalized development recommendations, in order to provide greater value than current commercial offerings.
4. **Achieve long-term cost efficiency:** reduce recurring per-assessment service fees associated with external vendors.

It is critical to note that this proprietary 360-Degree Assessment Platform is designed exclusively for the developmental benefit of our external students and clients enrolled in our learning and training programs. It is not used for internal HR functions such as employee performance evaluations, compensation decisions, or internal promotions. This focus dictates the priority of features toward coaching, personalized learning paths, and external user experience.

III. Description of Requirements:

UNSSC is aiming for a 360-Degree Platform as a proprietary one, and be a secure, scalable web application that encompasses the full 360-degree assessment lifecycle (design, launch, administration, reporting, and analysis) with the aim of bringing it in-house.

It must be designed with the user journey of an external student/learner in mind, prioritizing clarity, ease of access, and developmental psychology principles, not standard HR administrative workflows.

The platform is expected to go beyond traditional statistical reporting by integrating machine learning (ML) and natural language processing (NLP) to extract deeper, more actionable insights. The bidder must demonstrate proven capability in applying these technologies within training and learning area of expertise.

The below section describes the **core essential features** the external provider must build and integrate:

1) **Assessment Design, Setup and Launch:**

- Intuitive tools for internal administrators;
- Ability for internal administrators to configure custom competencies, rating scales, and open-ended questions;
- Support for multiple languages;
- Algorithm Requirement: A flexible weighting mechanism for different rater groups (e.g., manager score weighted more heavily than peer score).

2) **User Management & Security Experience:**

- Seamless and confidential experience for participants and raters;
- Role-based access (Administrator, Assessee, Rater);
- Secure data handling in compliance with relevant data privacy regulations (e.g., GDPR, if applicable);
- Single Sign-On (SSO) integration capability with our enterprise directory;
- A well-documented, secure API layer is required to allow UNSSC to transfer individual 360-assessment results and derived AI insights back to the LMS or CRM for personalized learning path updates and client management/reporting purposes

3) **Reporting and Analytics:**

- Generation of comprehensive individual and aggregated reports, as customizable, professional-grade PDF and interactive digital reports for the assessee and their manager;
- Data aggregation and export capability for group analysis;
- Anonymity Rule Enforcement: The platform must strictly enforce anonymity rules for rater groups to ensure candid feedback.

The below section addresses the **features on AI and Advanced Enhancement Requirements** as added-value to enhance the platform using AI tools and going beyond what standard providers offer:

• **Advanced Data Analysis and Pattern Recognition:**

- Integration of Natural Language Processing (NLP) models to analyze the text in open-ended comments.
- Automatically categorize, group, and summarize qualitative feedback to identify recurring themes (e.g., "communication," "leadership," "need for support") and sentiment (positive/negative/neutral) at scale.

• **Coaching Recommendation Engine:**

- Development of an algorithm that compares an individual's 360-degree assessment results against established high-performer benchmarks (based on internal data).
- To recommend specific, personalized development resources (e.g., courses, articles, mentors) aligned with the lowest-scoring competencies.

- **Validity and Integrity Checks:**

- An algorithm to flag potentially biased, rushed, or fraudulent responses (e.g., a rater who gives the exact same score across all competencies, or completes the assessment unreasonably fast).

The below section addresses the mandatory **Technical and Project Management Requirements**:

- **Technology Stack:** UNSSC does not have a preference on the tech stack (it can be Python/Django, Java/Spring, etc.), but it must be ensured it is modern, maintainable, and scalable.
- **Development Methodology:** We expect an Agile/Scrum development process with regular (e.g., bi-weekly) demonstrations and clear milestones.
- **Deliverables:** The final deliverable must include the fully working platform, all source code, and comprehensive technical documentation for future internal maintenance.
- **Knowledge Transfer:** A formal training and knowledge transfer program for our internal Teams must be included in the proposal.

IV. Specific Information UNSSC is expecting to receive:

In order to respond to the present RFI, interested companies are requested to submit information responding to the below questions and are required to fill in Annex A:

#	UNSSC Questions
1	What elements, if any, are missing or are not clear from the requested 360-degree assessment platform described above?
2	What is the typical lead time to develop and deliver a final 360-degree assessment platform and the major milestone for the project?
3	Is it realistic for the platform to be fully managed in-house, including regular maintenance and system updates? Or would it require interventions by the developing company?
4	What would be required from UNSSC to allow the platform to be managed fully in-house?
5	What risks or limitations do you anticipate with an in-house 360 degree assessment platform and how would you mitigate them?
6	After development and hand-over to UNSSC, how data security and intellectual property considerations are addressed?
7	What is your pricing model (per deliverables, per man-days, etc)?
8	Based on the description and requirements of the platform, what cost range would you envisage, and can you provide cost breakdowns?

9	Would a training to the internal team be possible and, based on your experience, how long would it take? Would it be possible to be held remotely?
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V. RFI remarks:

If there is any need for clarification regarding the present RFI, please consolidate and send your request to procurement@unssc.org. In the interest of transparency, UNSSC may publish the clarifications keeping names of suppliers anonymous.

The aim of this RFI is to gather information that would help UNSSC understand the market situation on the above-described services. After this RFI and the submissions received, UNSSC may seek further clarifications and information from respondents.

This call for RFI does not constitute a solicitation nor it is an Expression of Interest (Eoi) and therefore it may not necessarily result in a tendering process. The present RFI is in no way a pre-qualification exercise of vendors nor an offer to contract with any of the respondents. Should a tender be launched, respondents to the present RFI may be invited to bid. UNSSC also reserves the right to require compliance with additional conditions as and when issuing the solicitation documents. Submitting a reply to a call for RFI does not automatically guarantee that a supplier will be invited to tender.

All information which comes into UNSSC's possession or knowledge in connection with the RFI is to be treated as strictly confidential and will not be communicated to any third party. Nothing in this RFI affects the privileges and immunities enjoyed by UNSSC as a United Nations institution.

Responses shall be submitted through electronic mail to the address provided above (procurement@unssc.org) no later than the stated closing date and time. Subject of the e-mail shall clearly indicate the RFI number, ie UNSSC/RFI/2026/01.

Please note that UNSSC does not intend to pay for any information furnished in response to this RFI and will not be responsible for any costs incurred by the vendors related to the response to this RFI or any other activities related to the preparation of information. UNSSC encourages companies to use recycled materials or materials coming from sustainable resources or produced using technologies that have a lower ecological footprint.