

RFP UNSSC/2026/02 on Training, Facilitation and Advisory Services

#	Question	Answer
1	would appreciate any clarification you could give about what is meant in Annex B when it says “The RFP is addressed to individual experts (under their personal or individual company name capacity)”. - Does that mean you only want submissions from individual consultants who have incorporated themselves, i.e. one-person companies?	It is referred to individual being recognised to deliver the services. Proof of legal registration, tax status, or professional registration as applicable under national legislation. The awarded individual shall be able to issue invoices or equivalent receipt.
2	If larger companies with multiple experts are eligible to bid, do they need to provide a list of main clients and references for each of those individual experts, or only for the whole company?	Documentation is requested per each expert.
3	If a larger company bids with multiple experts, will the technical evaluation criteria be applied to the company and all the experts together or to each expert? For example, when assessing depth of technical expertise, will a company which has three experts, one each with expertise in leadership development, facilitation and career advancement, automatically get more points than a single consultant who also has leadership development, facilitation and career advancement expertise because they are only one person and have 1/3 less time to deliver, and therefore also a lower number of past clients, even if they have been working full time like the 3 experts?	Evaluation is carried out per each expert.
4	What is the estimated annual volume of assignments per supplier?	It is difficult to specify an exact annual volume of assignments per supplier, as this largely depends on evolving priorities, demand from UN entities and clients and performance of the supplier. The volume may vary from year to year based on ongoing reforms, organizational needs, and available resources.
5	On average, how many assignments does a typical LTA holder receive per year?	See Answer to question n. 4
6	What is the typical duration of assignments (e.g., single-session delivery vs. multi-week learning journeys)?	The duration of assignments is flexible and varies depending on the type of service provided. For training and facilitation, assignments can range from a 2-hour webinar to one-day or multi-day (typically 2–3 days) training sessions. Advisory services are structured in a similar way, spanning from a few hours or half-day engagements to multiple days of support. These may also be recurrent, taking place several times throughout the calendar year, depending on the needs of UNSSC programmes and their clients.
7	What is the typical cohort size for learning programs?	It depends on the group and the specific programme. Typically, group sizes range between 25–40 participants, which allows for effective interaction and engagement. However, in some cases—depending on the design and objectives of the programme—the number of participants may be smaller or larger.
8	How frequently are suppliers engaged after being placed on the roster?	See Answer to question n. 4
9	Can we rotate or add consultants post-award?	Selection of suppliers is based on the evaluation of submitted information. Adding a new expert/trainer, facilitator/advisor will bypass the evaluation process and it is not allowed.

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10	What level of geographic diversity is expected across the roster?	We aim to ensure the highest possible level of diversity across the roster. This includes strong geographic representation from different regions, as well as diversity in experience, professional backgrounds, and time zones to effectively support global programmes. We also actively encourage diversity in gender and other dimensions of inclusion, recognising that a varied roster strengthens the quality, relevance, and cultural responsiveness of our work.
11	How important is multilingual capability, and which languages are most in demand?	While most programmes are currently delivered in English, we are also committed to expanding our capacity to deliver in all UN languages, further enhancing accessibility and inclusivity across different contexts.
12	Are there priority regions or underrepresented profiles UNSSC is trying to fill?	See answer to question n. 10
13	How often are engagements virtual vs. in-person vs. hybrid?	All three modalities—virtual, in-person, and hybrid—are used. Currently, approximately 60–70% of engagements are delivered online or in a hybrid format, largely due to the present operating context. However, this distribution may evolve over time as circumstances change and more in-person delivery becomes feasible.
14	How are assignments allocated among suppliers?	Assignments are initially allocated based on the specific expertise required for the course or activity. Subsequent engagements are then determined by evolving programme needs, specific requests, and the quality of feedback received following earlier assignments.
15	What proportion of assignments involve full design + delivery vs. delivery of pre-designed content?	It is difficult to define a fixed proportion, as this depends on programme needs and client requirements. However, we generally aim for an approximate 50–50 balance between assignments that involve full design and delivery, and those focused on the delivery of pre-designed content.
16	For Lot B (facilitation), how often are facilitators expected to work from UNSSC-provided materials vs. co-design?	Currently, we are working towards standardising a number of programmes. As a result, this will primarily require facilitation services, with a greater focus on the delivery of established content rather than full design.
17	What platforms are primarily used for virtual delivery and blended learning?	Zoom
18	What level of digital content development (e.g., self-paced modules, video content) is expected from suppliers?	We primarily expect suppliers to contribute high-quality expert content rather than full instructional design. This may include inputs such as subject matter expertise, case studies, examples, or specific learning materials. The overall instructional design, structure, and digital learning architecture (e.g., self-paced modules, platform integration, learning journeys) are developed by dedicated instructional designers and it is not part of the present RFP.
19	Are there incumbent vendors who provide training, facilitation, and advisory services similar to this RFP?	UNSSC, in the delivery of the services, is procuring services from a pool of experts on training, facilitation and advisory services, previously qualified under calls for roster. Such calls for roster are phasing out and all interested suppliers shall bid to be able continuing providing training, facilitation and advisory services in the identified thematic areas.
20	Where a company submits for multiple lots, may the same named expert be designated across more than one lot, or must each lot have a distinct designated expert?	The same expert can apply to one or more lots and can be selected for one or more lots.

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21	The mandatory pass/fail criterion (item 2) refers to "the individual" holding a minimum of five years of relevant experience per thematic area. For companies submitting with multiple designated experts, does the five-year minimum apply to each named expert individually per thematic area, or may the company's collective institutional track record satisfy this requirement?	The evaluation is per each expert, regardless whether the submission is by an individual or by a company.
22	Must reference letters be submitted on official organisational letterhead and bear a signature, or is written confirmation via email from an authorised client contact also acceptable?	You can submit reference letters or emails, with contact details. If you cannot obtain written reference letters or emails, please submit contact details of references. UNSSC may contact them for reference check.
23	If a reference letter from a past client covers services relevant to more than one lot (e.g., both training and facilitation), will that single letter be counted toward the reference score for each applicable lot, or does UNSSC require separate letters per lot from the same client?	If past clients can submit a reference letter to confirm services under different lots, the reference letter can be considered for both lots.
24	Annex B requests a client list covering the past five years, while Annex C (criterion 5) specifies reference letters for similar services completed in the past three years. Will reference letters from clients engaged between three and five years ago be accepted and scored under criterion 5, or does the three-year window apply strictly?	Please refer to criteria listed in Annex C (ie 3 years), which will be used for evaluation.
25	The mandatory pass/fail requirement specifies a minimum of five years of experience "in each of the thematic area(s) the individual is bidding for." Does this mean the five-year minimum must be demonstrated separately for every thematic area selected within a lot, or is it assessed at the lot level overall?	Correct, the minimum 5 years of experience shall be met per each lot and each thematic area(s) applied for.
26	Within a thematic area such as Inclusion and Organisational Culture, may a bidder indicate expertise in specific sub-topics only, for example, gender equality and PSEA, rather than the full thematic area? If so, will doing so affect the scope of assignments UNSSC may direct to that expert?	Yes, it is possible and shall be clearly indicated in the last box in Appendix A. However, evaluation will be based per lot and per thematic area, not on the subtopics of each thematic area.
27	Do you need the actual reference letters in the RFP or just the contacts for the people	See Answer to question n. 22
28	Are proposals submitted by companies assessed primarily based on the qualifications and experience of the individual experts identified?	Yes, see also answer to question n. 21
29	In case of award, are services typically contracted and assigned to specific individuals within the proposed team, or is there an expectation of engagement at company level?	In case of award of companies, the Contractor will be the company and one or more of the identified expert will be assigned for each specific request, based on the needs.

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30	<p>In the Annex A it says: "Our Proposal (Technical here below and Financial Proposals in Appendix B)", as if both documents are present in the email, but later it says: "We are hereby submitting our Proposal in a separate email and folders i.e. Email for the submission of Technical Proposal and Email for the submission of Financial Proposal to email address: tenders@unssc.org." Stating that the two documents are sent separately.</p> <p>As there is no other mention I could find of the need for separate emails, could you clarify to me this part of the procedure?</p>	<p>Appendix A and Appendix B shall be submitted as attachments to the email(s). They can either be sent in the same email (as long as they are 2 separate files) or in 2 different emails. Whether in one or more emails, it is mandatory that technical and financial components (respectively Appendix A and B) are sent in 2 separate files as evaluation will need to be carried out separately.</p>
31	<p>The template mail in Annex A is supposed to be the body of the proposal email or just left within the attachment?</p>	<p>The technical proposal can be submitted either in its entirety directly in a duly filled-in Appendix A, where all information is copied and provided in there, or it can be submitted together with the duly filled-in Appendix A and the additional documentation requested (such as CV, relevant certificates, references, list of main clients, etc) sent as separate attachments in the email as part of the technical proposal. In the latter case, in Appendix A you can simply indicate the name of the file(s) to refer to.</p>
32	<p>How many delivery days do you estimate for the whole project? Or for one year? Or for one month? Please indicate at least a rough estimate.</p>	<p>See answer to questions n. 4 and n. 6</p>
33	<p>How are the days divided among the three lots?</p>	<p>It is difficult to specify the number of days per each lot as this largely depends on evolving priorities, demand from UN entities and clients and performance of the supplier. The volume per each lot may vary from year to year based on ongoing reforms, organizational needs, and available resources.</p>
34	<p>Would they be online/remote or in-person? What percentage would be online/remote or in person?</p>	<p>See answer to question n. 13</p>
35	<p>If in-person, in which countries and cities?</p> <p>a. Would Would they take place only in Turin and Bonn?</p> <p>b. If If not, which other countries and cities?</p>	<p>See answer to question n. 10</p>
36	<p>Are there regions or duty stations where demand for services is expected to be higher?</p>	<p>See answer to question n. 10</p>
37	<p>If the proposal includes multiple experts, is it possible that some experts would be accepted, and some would be rejected?</p>	<p>Yes, evaluation is per expert. If a company submit multiple experts, some may be awarded while others not. Final decision will be based on the rating.</p>
38	<p>How many suppliers do you wish to offer contracts to?</p>	<p>Multiple suppliers across the different lots. We have not set an indication as the number may vary based on specialised thematic areas, geographical and linguistic coverage.</p>
39	<p>How much detail do you expect for the thematic areas? How detailed should the project descriptions be? What defines a "short description of the project"? Is there specific information that you want included in those descriptions?</p>	<p>Please provide concise and relevant information to meet the requirements. We do not encourage project description of multiple pages, please provide relevant and concise information.</p>
40	<p>Is there a limit to the number of projects descriptions that can be included in the technical proposal?</p>	<p>No, we have not set a limit for number of projects, but we strongly encourage their description to be short and concise.</p>

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41	What specific information do you want on the most relevant projects or assignments?	Please provide brief and concise information on the role covered, tasks performed and duration per each of the past project you list.
42	What's the difference between the reference letters referred to on page 3 of Appendix A and the reference letters referred to under point 5 on page 14 of the RFP? Is there a limit to the number of references that can be submitted?	On page 3 of Appendix A, bidders are asked to provide the references (you can also submit them in a separate file and list in Appendix A the file to refer to). Point 5 on page 14 of the RFP is the evaluation criteria for the provided references. We ask for up to 5 references per each lot and thematic areas. One reference can serve for multiple lots.
43	What do you consider "evidence of experience in the chosen lot(s) and thematic area(s)"?	The projects and experience as described in the CV / list of past projects
44	Do you have already any existing materials or curricula? Would we be responsible for developing and designing all programmes, content and materials?	See answer to question n. 15
45	Would it be OK to send general reference letters? Or do you expect specific reference letters for this project?	We expect references from clients to whom similar services have been rendered.
46	How do you want us to estimate the daily fees? In the current "Financial Offer Form" it combines design and delivery for the delivery of learning and training programmes and webinars. Does that mean the design includes all the preparatory work, i.e. design, development of material, and all other preparation? So, should the daily rate include the preparation work (i.e. days and hours) or not? How do you differentiate programmes that include full design and delivery, versus those programmes that include only delivery of pre-designed content? (> For example, one bidder "A" might bill X USD per delivery day, and not bill for the preparation days; and another bidder "B" might bill for two preparation days per delivery day. So, the bidder "A" would have three times the daily rate)	Appendix B, the financial offer form, requests for a daily rate for the provision of the services. In case daily rates for delivery and preparation are different, please indicate in the daily rate the highest of the 2 and under "Comments", the other applicable rates. You can also add more lines to reflect different daily rates.
47	Taking the current unit rate, it seems very difficult for you to compare the proposals, and it is difficult for us to clarify how we would calculate the unit rate. It would be a challenge to compare "apples and oranges", both for you and for us bidders. What do you advise? How do you want us to estimate that unit rate in a reasonable way, so you can compare the different bids?	Financial proposal will be evaluated based on the daily rate. The higher the daily rate, the lowest the scoring in the financial component. We strongly invite bidders to submit their best competitive rates, also considering the humanitarian nature of the organisation and the financial constraints that UN and humanitarian sector is facing.
48	How are daily rates applied across different types of work (design vs delivery vs advisory)? We usually charge a different rate for delivery and a different rate for design/preparation. Is this acceptable? And how do we document this in the Financial Offer Form?	See Answer to question n. 46
49	Among the listed thematic areas, are there specific priority topics or urgent capability gaps UNSSC expects to address in the first 12–18 months?	All of them are required for the work carried out by the different units of UNSSC.
50	Target audience segmentation: Can you please clarify the primary participant profiles (e.g., % senior leaders vs mid-level vs early-career staff) expected under each Lot?	Our programmes primarily target UN staff, with a few exceptions for associate partners. They are tailored to different grades and topics, covering the full range of UN roles, including senior leaders.
51	Depth of advisory engagements: Are advisory assignments typically short-term (e.g., diagnostics) or long-term (e.g., multi-month transformation support)?	Typically short-term, with a few exceptions.

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52	Team vs individual contracting: For companies, can multiple experts be mobilized simultaneously under one LTA, or is engagement typically individual-based?	The need is usually for an individual, but sometimes more experts can be identified under the same company for one or more courses.
53	Definition of “depth of expertise”: Could you clarify what distinguishes a high-scoring submission under the “depth of technical expertise” criterion?	It will be based on the information provided in the past projects and assignments, including content of courses designed or facilitate or knowledge of specific area based the information shared.
54	We understand the purpose of identifying the Lots that we are bidding for - which translates to contracting for work related to the services of said lot. For the thematic areas, however, it is unclear what the expectations around them are - is it design and delivery of learning products related to the themes, or subject matter expertise related to the themes, or other expectations. Please elaborate and specify the expected outputs for these thematic areas.	We will consider hiring consultants across all lots within the specified areas of thematic expertise, with some exceptions for facilitation services.
55	For Lot A, one responsibility involves the recording of short high-quality video segments (1-minute length) on identified topics. Please elaborate on this requirement. Does recording refer to live shooting with a production crew or phone-based recording with post recording editing?	The video is one of the deliverables that may be requested for self-paced learning solutions on the LMS. Depending on the requirements of the course, both options are possible. In case of specific video-making requirements, UNSSC will take care to identify the location, the video makers and necessary equipment, with no efforts requested to the training expert
56	For Lot B, please clarify if this is related to only facilitation, where the expertise is provided by UNSSC SMEs and experts.	For Lot B, facilitators will be provided with written guidelines, scripts, and theoretical frameworks. However, preference will be given to facilitators who have relevant experience or expertise in the field, especially for more technical training.
57	We assume that the development of all material related to in-class and virtual facilitation, as well as advisory service-related consultation frameworks and guides will fall under Lot A. Which subsequently means that Lots B and C focus on the delivery or facilitation of already developed material and the delivery of advisory actions, respectively. Please validate this understanding so that we can scope out and price the roles/services within the various Lots accordingly.	See answer to question 81
58	Submission Logistics: Should the technical and financial proposals be submitted as two distinct emails, or as separate attachments within one email?	See answer to question n. 30
59	Expert participation across multiple bids: While the Q&A confirms that the same expert may apply to multiple lots, could you please clarify whether the same expert may be included in more than one bid submission (for example, as a prt of a companu bid as well as an individual applicant), and if so, whether any restrictions or considerations apply?	No, that is not possible. An expert can apply either within his own capacity (freelancer / individual company) or under a company name he/she is working for.
60	Applicability of tables across lots In the RFP documentation, could you please clarify whether the referenced table about thematic areas (in the background/context) applies to all Lots (A, B, and C), or specifically to one lot only?	Referenced table of the different thematic areas applies to all lots.

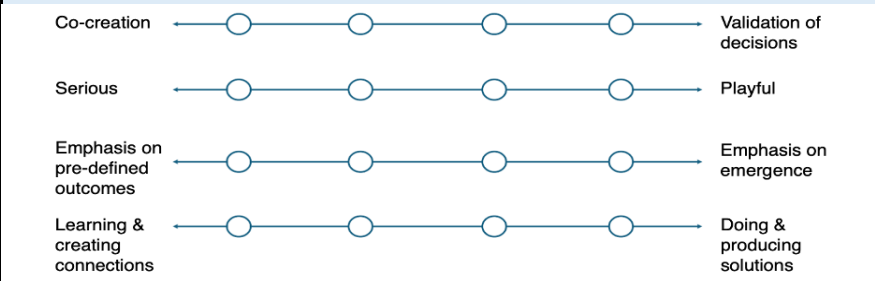
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61	Evaluation across multiple lots For bidders applying to multiple lots, will the technical evaluation be conducted independently per lot, or is there any cumulative assessment at the proposal level?	Evaluation is carried out per each lot independently.
62	Is it permitted to submit the same CVs across more than one thematic area?	Yes, the same expert can apply to one or more lots and thematic areas
63	Is there a limit to the number of CVs that may be submitted?	No, but we highly recommend bidders to share clear, relevant and concise information.
64	Is the list of experts submitted at proposal stage considered exhaustive for the duration of the LTA, or can additional experts be proposed and approved on a rolling basis?	See answer to question n. 9
65	Does the pass/fail assessment apply to the procurement as a whole, or to each thematic area individually? More specifically, will evaluation and award be conducted per thematic area, allowing bidders to be awarded only a subset of the thematic areas for which they submit a proposal?	All criteria, pass/fail or weighted, will be applied per each lot and thematic areas.
66	Can different rates be proposed per thematic area?	No, only different rates per lot are allowed, but with possibility to indicate different rates based on the seniority level of each expert.
67	Could UNSSC provide any indicative volume of assignments or expected utilisation per supplier under the LTA (per lot and/or thematic area)?	See answer to question n. 4
68	Will multiple suppliers be selected per thematic area, and how will call-offs be allocated among them?	See answer to question n. 14
69	Long-Term Agreement (LTA) Structure for Company Submissions: For submissions made by a company comprising multiple experts, could you clarify whether UNSSC intends to sign a single LTA with the company covering all selected experts, or whether individual LTAs will be issued with each selected expert? We note that the first paragraph on page two of the LTA template refers explicitly to the supplier as an individual, and we would appreciate confirmation on how this applies to company submissions.	If the submission is under the company, the LTA will be with the company.
70	Partial Selection of Experts The Q&A document helpfully clarified that UNSSC will assess each expert on an individual basis. We would like to confirm whether, in the event that a company submits a roster of, say, 10 experts, UNSSC reserves the right to select only a subset of those experts rather than the full submission, or UNSSC might reject a company's proposal fully if not all the experts meet your requirements	Based on the evaluation, the LTA with a company will be established with the awarded experts. If, for example, out of 10 experts, 6 are selected, the LTA will be signed with the company and it will list the 6 awarded experts.
71	Exclusivity of Appointment Could you confirm whether appointment under this contract is non-exclusive, and that selected experts would remain free to accept engagements with other United Nations entities?	Yes. It is also non-exclusive for UNSSC.

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72	<p>References</p> <p>Many of our major clients are unable (by their internal rules and protocols) to give any such reference for us. Can we also seek references from existing key contacts at UNSSC or will you cover that internally?</p>	See answer to question n. 22. Preference is for reference from third clients.
73	<p>Examples of projects</p> <p>We want to avoid an “overwritten” Proposal that may saturate. We are therefore being very selective with our short descriptions of projects and assignments. One main example for each of our chosen Thematic Areas. Overall, does this seem an acceptable approach, fit for purpose?</p>	Short, punctual and concised descriptions of relevant projects are appreciated. With reference to the number of projects, we leave the bidder to submit the number of projects per lots and thematic area they wish to present.
74	Following the establishment of the Long-Term Agreement, could you please clarify how experts are typically shortlisted for specific assignments (e.g. thematic alignment, prior UNSSC experience, performance feedback, or other criteria)?	See answer to question n. 14
75	Could you elaborate on how performance feedback (e.g. participant satisfaction, delivery quality, collaboration with UNSSC teams) is operationalised in determining future assignment opportunities?	We collect feedback after each learning engagement through participant surveys, including satisfaction ratings and qualitative comments. In addition, we monitor the quality of delivery and the level of collaboration with UNSSC colleagues throughout the assignment. At a broader level, we also conduct a three-level evaluation of learning impact to assess the effectiveness of our programmes. The overall aim is to ensure high-quality service delivery, and feedback plays a key role in maintaining and continuously improving these standards
76	For advisory engagements under Lot C, what level of strategic input versus facilitation or delivery is typically expected from external experts?	Both strategic input and facilitation or delivery may be expected, depending on the nature of the assignment.
77	Is having a valid Business and VAT ID number sufficient to submit a proposal as a company, including a roster of Expert CVs?	Yes, it is acceptable.
78	Will submitting a proposal and additionally being included as one of the CVs in another company's proposal lead to an automatic disqualification of either one of the proposals?	See answer to question n. 59
79	How does this year's RFP scope differ from the RFP "Change Management, Advisory Services and Capacity Building Reference: RFP/UNSSC/2025/07" that was published late 2025? What new elements came to light? What was missing in the previous RFP? What became irrelevant or obsolete between now and then?	The present RFP is for training, facilitation and advisory services and is open to a wider pool of thematic areas, other than change management only.
80	Could you please define the expected distribution of support across the three core areas: Training, Facilitation, and Advisory? Understanding the weight assigned to each will help us tailor our resource allocation	See answer to question n. 4

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81	Regarding the Terms of Art used in the RFP: - Do you have a definition of "Facilitation" that we can refer to? - Do you have expected outcomes that any "Training" should produce? - What specific value do you wish to get from "Advisory Services"?	In a nutshell: Training services focus on building competencies and require strong thematic expertise. Facilitation services are lighter engagements, as UNSSC provides guidance and materials, though relevant experience remains an advantage, especially for technical topics. Advisory services cover a broader scope, requiring strategic input, deep expertise, and tailored solutions to real-life challenges.
82	Do you have a vision of what success looks like for KCLM in 2030? What are the concrete artifacts of that success (targets)? What is the contribution expected from suppliers to get to success?	Our success is closely linked to the quality of our learning services, and our consultants are key partners in delivering this.
83	What would a scenario of failure of KCLM in 2030 look like and how much depends on the suppliers to no get there?	Not relevant for the submission to the present RFP.
84	When describing the type of engagement required from your providers, where would you position your preference on the spectrum? 	The tender covers multiple teams within UNSSC, and requirements and engagements may vary depending on the specific assignment.
85	Does the UNLOCK model still serve as a reference base or have you updated it? (Do you see any potential misalignments between this model and UN2.0, "The Quintet of Change", the UN System Leadership Framework, and UN values and Behaviors Framework, and if so, how do you plan to solve them?)	Not relevant for the submission to the present RFP.
86	Looking backwards, what are the efforts you have deployed that failed at scaling and why?	Not relevant for the submission to the present RFP.
87	Looking forward What are the main obstacles you foresee to get to cost-efficiency and capability building?	Not relevant for the submission to the present RFP.
88	In the 11 thematic areas and 82 topics that you list, what do you prioritize above all? What are the ones that support the transformation of the whole UN system in the long run? What are the ones that can make an impact almost immediately?	All thematic areas and topics are important, as they respond to the diverse needs of different teams and functions across the UN system. It is therefore difficult to prioritise one over another, as relevance often depends on context, mandate, the UN system, and specific client requests, as well as emerging challenges.
89	Can we suggest to create dedicated environments for learning and collaboration on your 3 campuses (Bonn, Turin, virtual campus) or do we have to adapt to the current facilities?	You are welcome to suggest ideas, though this falls outside the scope of the current tender.

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