

**Date: 02 April 2026**

**REQUEST FOR PROPOSAL (RFP) n. UNSSC/2026/02**

**Training, Facilitation and Advisory Services**

**DEADLINE FOR SUBMISSION: 03 May 2026 hrs 23:59 CEST**

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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 **03 May 2026 hrs 23:59 CEST**.
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 to identify multiple qualified suppliers for the provision of training, facilitation and advisory services for a period of 3 years, with possibility of a 2-year extension (3+2 years). Awarded suppliers will enter into a Long-Term Agreement (LTA) with UNSSC. LTAs do not commit UNSSC to procure a minimum quantity of services
6. **Your technical and financial proposal must be submitted via email to: [tenders@unssc.org](mailto:tenders@unssc.org) no later than 03 May 2026 hrs 23:59 CEST. Non-compliant offers with the terms stated in this document and its annexes may be rejected without any evaluation.**
7. UNSSC estimates to conclude the selection process by mid-June 2026 and aims to start the collaboration with the awarded suppliers immediately after.
8. **Inquiries and clarifications concerning this RFP must be submitted before 23 April 2026 hrs 23:59 CEST via email to [procurement@unssc.org](mailto: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.**
9. **Please note that the UNSSC has VAT exemption status and can provide documentation for the same. Hence, fees in the Financial Proposal form shall be presented net of VAT.**

## 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 Knowledge Centre for Leadership and Management (KCLM) is one of the core programme teams at UNSSC, specializing in leadership and management development across the UN system. KCLM designs and delivers strategic learning solutions, including courses, learning journeys, advisory services, and blended programmes aimed at strengthening the leadership capabilities of UN personnel at different levels, from emerging leaders to middle and senior managers. Through its portfolios, KCLM supports the UN system in addressing evolving organizational challenges and strengthening leadership effectiveness in complex operational environments. Its programmes typically focus on core leadership and management capabilities and on other important skill development conditioned by the nature of work or the specific context.

The services described in the present RFP are required for KCLM and may also be requested by other learning programs in UNSSC that may require the services for the thematic areas listed below.

The thematic areas include:

#### **Leadership and Management**

Topics under this thematic area are, but not limited to:

- Leadership in the UN
- Adaptive Leadership
- Leading without formal authority
- Transitioning from individual contributor to leader
- People Management
- Performance Management
- Executive Decision-making
- Political Acumen
- Ethical Leadership and Integrity
- Accountability and Results
- Talent Development and Succession Planning
- Leading in crisis and uncertainty
- Trauma-informed Leadership
- Managerial courage and difficult conversations
- Managing up
- Efficiency and Effectiveness

## Annex A – Terms of Reference

- Programme and Project Management
- Value-based Management

### **Strategy and Organizational Transformation**

Topics under this thematic area are, but not limited to:

- Strategic Planning
- Foresight and Futures Thinking (e.g. Structured foresight methods to identify early signals of change, develop future scenarios, stress test interventions against future scenarios, and support anticipatory decision-making)
- Systems Thinking
- Repositioning
- Agile Management
- Risk Management
- Knowledge Management
- Problem solving

### **Partnerships, Negotiations and Conflict Transformation**

Topics under this thematic area are, but not limited to:

- Partnership Building and Networking
- Donor Relations and Stakeholder Engagement
- Multilateral Negotiation and diplomacy
- Cross-cultural Negotiation
- Difficult conversations, managing difficult behavioral and emotional dynamics
- Building influence with and without formal authority
- Peacebuilding and Conflict Prevention (e.g. conflict sensitivity, conflict analysis, risk informed decision-making, strengthening social cohesion and community engagement, M&E for peacebuilding, and programme design and implementation in fragile and conflict affected contexts)
- Conflict transformation, conflict resolution and mediation

### **Inclusion and Organizational Culture**

Topics under this thematic area are, but not limited to:

- Diversity, Equity and Inclusion
- Gender-related topics (e.g. Gender mainstreaming, Gender equality, Gender-responsive programming, Gender-sensitive leadership, women's empowerment, and the Women, Peace & Security (WPS) agenda)
- Behavioural Science (e.g. Behavioural insights to design evidence-based interventions that create behavioural change)
- Cultural intelligence and Critical Thinking
- Organizational Culture Transformation
- Youth Responsiveness and Intergenerational Collaboration
- Safeguarding and prevention of sexual exploitation and abuse (PSEA)
- Prevention of harassment and abuse of authority
- Trauma-informed leadership and foresight
- Team-building and Retreats

### **Innovation and Emerging technologies**

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Topics under this thematic area are, but not limited to:

- Innovation (e.g. Structured innovation methodologies to identify challenges, generate solutions, test prototypes, pitch, scale, and finance initiatives)
- Data (e.g. Data practices, including data collection, governance, analysis, visualization, storytelling, and evidence-informed decision-making)
- Digital Transformation (e.g. Digital capabilities, including digital transformation strategy, AI adoption, digital service delivery, secure and responsible technology use, and organizational digital adoption, and the role of emerging technologies in shaping conflict dynamics and peacebuilding practice)
- AI Literacy, AI in the context of work, AI Adoption and AI Integration (e.g. effective use of AI)
- Data-driven Decision Making
- Monitoring and Evaluation
- Design Thinking

### UN System

Topics under this thematic area are, but not limited to:

- Delivering as One/UN coherence
- Humanitarian Development
- Operating in complex and high-risk environments
- Peace Transitions
- Peacebuilding
- Diplomatic Protocol
- Field & Humanitarian Operational Readiness

### Effective Communication

Topics under this thematic area are, but not limited to:

- Communication (leadership coms, briefing and reporting, writing and analytical synthesis, digital collaboration skills)
- Building Narratives and Advocacy, including digitally (e.g., social media campaigns for professional communication purposes, strategic use of social media for personal/professional branding, managing online presence, navigating misinformation and disinformation, digital content creation and dissemination, audience engagement and analytics, online advocacy tools and platforms)
- Repositioning
- Public speaking and executive presence
- Internal and External Communication
- Storytelling
- Effective Writing

### Psychological Safety and Wellbeing

Topics under this thematic area are, but not limited to:

- Emotional Intelligence
- Psychological Safety
- Mental health, well-being and resilience in the UN
- Mindfulness

## Annex A – Terms of Reference

### Financial and Operational Stewardship

Topics under this thematic area are, but not limited to:

- Innovative Financing
- Resource Mobilization
- Financial Resources Management

### Change Management

Topics under this thematic area are, but not limited to:

- Change Communication Strategies
- Change Readiness Assessments
- Organizational Redesign (including mergers, downsizing and relocation)
- Change Management, including AI enabled change management

### Career Advancement

Topics under this thematic area are, but not limited to:

- UN Onboarding
- Career Visioning
- Career Counseling/Coaching
- Interview & Application Preparation
- Future of work
- Career Transitioning (within and beyond UN, retirement)
- Career Navigation (strategic career planning in the UN, navigating temporary appointments, mobility and transitions, leveraging your UN positions (including JPO or other experiences), networking, personal branding, etc.)

**Any other topic related to the above thematic areas should be indicated in your technical proposal, by filling in Appendix A..**

KCLM applies learner-centred design, case-based learning, experiential methodologies, and social learning approaches to ensure strong relevance to UN operational realities and to support leaders in developing practical and applicable leadership capabilities. In this context, KCLM designs and delivers interactive learning interventions across thematic areas outlined in the Background and Context, facilitates live virtual sessions, in-person workshops, and blended learning components, and moderates peer and social learning activities.

The team also contributes to curriculum development and contextualization to ensure alignment with UN mandates and operational realities, develops case studies, simulations, experiential learning activities, and other practice-oriented materials, and applies learner-centred, case-based, and experiential methodologies in line with UNSSC quality standards.

## II. **Objectives:**

By the present RFP, UNSSC aims to identify qualified suppliers with strong interpersonal and communication skills who are capable of delivering **high-quality training, facilitation, and/or advisory services**, and with whom it may enter into Long-Term Agreements for a period of three years, with the possibility of a two-year extension (3+2 years).

Specifically, the objectives of the present RFP include:

## Annex A – Terms of Reference

- To establish a pool of diverse and, versatile suppliers in a way that reflects the diversity of the UN System and the need for diverse thematic expertise as outlined in the Background and Context section, including experience across different organizational, cultural, linguistic and operational contexts; representation from multiple regions and time zones; and a balance of perspectives from different parts of the world;
- To establish a pool of highly experienced suppliers to support the design and delivery of UNSSC learning programmes, ensuring high-quality learning interventions that respond to varying roles, functional areas, organizational contexts, and capacity development needs across the UN system;
- To further strengthen and enhance the overall learning and development offer within the UN System by ensuring high standards of facilitation, instructional design, and learner engagement across learning and training programmes;
- To strengthen the availability of high-quality advisory expertise to support UN entities in leadership development, organizational effectiveness, and career development through evidence-based advisory services, strategic analysis, and facilitated organizational reflection processes tailored to UN institutional contexts.

### **III. Scope of Work and Deliverables:**

Under this RFP, KCLM seeks to identify **highly qualified suppliers to deliver high-quality training, facilitation and/or advisory services** for a period of 3 years with possibility of extension of 2 additional years (3+2 years).

Experts will be engaged on an as-needed basis to support programmes delivered globally, across different time zones, and principally conducted in English.

Bidders are allowed to bid for one or more of the lots below and shall clearly indicate in their offer the lot(s) they are bidding for. Please refer to Appendix A.

#### **LOT A) Learning Programmes and Training Services**

**Objective:** To strengthen leadership and management capabilities across the UN system through the design, contextualization, and delivery of high-quality, competency-based learning programmes. These services require demonstrated thematic expertise, substantial experience working within the UN or comparable international organizational contexts, and the ability to tailor learning interventions to the complex operational realities of UN personnel, including senior leadership and executive roles.

Suppliers are expected to demonstrate strong familiarity with the UN system, including the mandates, governance structures, and operational environments of different UN entities, and the ability to contextualize learning design and delivery to the professional backgrounds and organizational priorities of participants.

#### **Awarded supplier(s) may be requested to:**

- Design and deliver specialized leadership and management development programmes, including interactive courses, strategic workshops, learning journeys, and blended learning interventions aligned with UN mandates and priorities;
- Provide expert facilitation and learning leadership for senior managers, executives, and technical professionals, ensuring relevance to UN organizational culture and decision-making environments;

## Annex A – Terms of Reference

- Conduct comprehensive learning needs assessments through desk reviews, stakeholder consultations, surveys, and interviews, and translate findings into targeted and context-appropriate learning strategies;
- Develop competency-based curricula, learning architectures, and instructional materials tailored to UN operational and policy contexts;
- Design advanced learning solutions including case studies, simulations, experiential learning activities, and scenario-based exercises grounded in real UN challenges and operational realities;
- Facilitate peer exchange among UN professionals, communities of practice, and leadership networks to strengthen system-wide collaboration and leadership effectiveness;
- Apply advanced adult learning methodologies, including experiential, reflective, and problem-driven approaches aligned with UNSSC quality standards;
- Develop and pilot innovative learning approaches, leadership labs, and new formats addressing emerging organizational and leadership challenges within the UN system;
- Produce high-quality knowledge products such as case studies, learning papers, practice notes, toolkits, and thought leadership briefs capturing lessons learned and good practices from UN contexts;
- Design and implement evaluation frameworks, surveys, and feedback mechanisms to measure learning impact and leadership capability development;
- Analyse learning data and participant insights to inform continuous improvement and strategic learning recommendations;
- Contribute to institutional knowledge development through the creation of learning resources, faculty contributions, and knowledge repositories supporting UN leadership development;
- Provide subject matter expertise in defined thematic areas and ensure the integration of substantive knowledge into learning design and delivery;
- Advise on the contextualization of learning interventions to reflect the mandates, operational realities, and stakeholder environments of different UN entities;
- Select appropriate reading materials and other relevant resources as references for course participants
- For online self-paced modules, awarded suppliers should support instructional designers in the development of the online modules and may be requested to record very short high-quality video segments (in general 1-minute length) on the identified topics and in line with the indications provided by UNSSC.

### **LOT B) General Facilitation Services**

**Objective:** To provide high-quality professional facilitation services to support inclusive dialogue, effective collaboration, and participatory decision-making processes across the UN system, ensuring that meetings, workshops, and staff engagement processes are well-structured, results-oriented, and aligned with organizational priorities.

#### **Awarded supplier(s) may be requested to:**

- Facilitate working groups, staff discussions, town halls, staff clinics, consultations, and workshops based on provided scripts, facilitation guides, or existing organizational methodologies;
- Support the effective delivery of sessions by ensuring structured discussions, balanced participation, and constructive dialogue among participants;
- Apply professional facilitation techniques to help groups clarify objectives, generate ideas, solve problems, and reach shared understanding or agreements;
- Facilitate both virtual and in-person sessions using interactive and participatory methods;



## Annex A – Terms of Reference

- Support psychologically safe and inclusive discussion environments, ensuring diverse perspectives are heard and respected;
- Manage group dynamics and navigating sensitive discussions in a professional and neutral manner;
- Support agenda flow and time management to ensure sessions achieve their intended objectives;
- Use appropriate digital collaboration tools and facilitation techniques for virtual and hybrid sessions;
- Capture key discussion points, emerging themes, and agreed actions, where required;
- Provide brief facilitation summaries or session reflections, if requested;
- Adapt facilitation approaches to different audiences, including managers, teams, and cross-functional groups;
- Maintain neutrality while supporting organizational processes and expected outcomes;
- Act as professional facilitators in accordance with UN values and standards of conduct.

### LOT C) Advisory Services

**Objective:** To support UN entities in strengthening leadership, management practices, and organizational effectiveness through evidence-based advisory services, strategic analysis, organizational diagnostics, and facilitated reflection processes. This service area also includes the development of knowledge products and thought leadership that contribute to continuous learning and the advancement of leadership and management practices across the UN system.

**Awarded supplier(s) may be requested to provide the following services, including but not limited to:**

- Designing and delivering tailored advisory services, including the development of strategies, action plans, organizational effectiveness roadmaps, and stakeholder engagement models for UN clients;
- Facilitating structured reflection and consultation processes to help clients assess progress, identify challenges, and define improvement priorities related to leadership, management, and organizational initiatives;
- Conducting stakeholder consultations, organizational diagnostics, and readiness assessments to inform evidence-based strategies and recommendations;
- Preparing inception reports, analytical briefs, interim findings, and final advisory recommendations based on qualitative and quantitative analysis;
- Designing and implementing surveys and other data collection tools to assess organizational dynamics, leadership effectiveness, stakeholder perceptions, and change readiness;
- Analysing and synthesizing qualitative and quantitative data to support decision-making, organizational learning, and strategy development;
- Developing communication strategies and related knowledge products to support organizational and leadership initiatives;
- Conceptualizing, co-creating, and drafting guidance notes, reflection papers, briefing papers, case studies, blogs, and thought leadership articles;
- Preparing written case studies and knowledge products emerging from leadership and management development initiatives;
- Analysing programme and organizational data and presenting findings in the form of analytical reports, presentations, or learning briefs;
- Contributing to the documentation and dissemination of lessons learned, good practices, and innovations emerging from UN leadership and management practice;
- Producing blog posts, insight papers, and short knowledge pieces on emerging topics relevant to UN leadership, organizational effectiveness, and management practice.



**Career development advisory services (specialised service area):**

- Providing evidence-based career development advisory services across the employee lifecycle, including tailored support for early-career professionals, mid-career progression within the UN system, career transitions (including separation for retirement and other reasons), post-retirement pathways, and opportunities beyond the UN system;
- Designing and facilitating career reflection processes, career diagnostics, individual and group advisory sessions, and the development of strategic career development roadmaps.

Awarded supplier(s) will work closely with UNSSC programme teams to ensure coherence, quality assurance and strategic alignment with:

- UN 2.0
- The Quintet of Change
- The UN System Leadership Framework
- The UN Values and Behaviours Framework

Delivery modalities may include virtual, in-person, and hybrid formats.

**Interested suppliers may bid for one or more of the following lots:**

- A) Learning Programmes and Training Services;**
- B) General Facilitation Services**
- C) Advisory Services.**

**In their submission, they should clearly indicate the lots(s) and thematic area(s) for which they are applying, as outlined in Section I: Background and Context.**

**Experts that expressed their interest in previous calls for rosters and with no LTA in place are strongly encouraged to participate in the present RFP process to be considered for future assignments.**

**IV. Privacy:**

As part of the services requested, awarded suppliers may need to process personal data. In doing 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

In order to be considered in the present RFP, interested bidders are required to submit Appendix A and Appendix B, together with relevant information as described below.

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

Technical Proposal (Appendix A)
Please submit <b>Proof of legal registration</b> , tax status, or professional registration as applicable under national legislation.
<p><u>For companies ONLY:</u></p> <p>Please provide a <b>company profile</b> clearly identifying the experiences that demonstrate expertise in the relevant Lot(s) and thematic area(s) chosen.</p> <p>The RFP is addressed to individual experts (under their personal or individual company name capacity). In case of companies with multiple experts associated, submission is possible to the extent that:</p> <ul style="list-style-type: none"> <li>- The company clearly identifies the specific experts that will be designated to UNSSC and for which lot(s) and thematic area(s);</li> <li>- UNSSC is allowed to have direct contact with the designated experts throughout the duration of the specific project.</li> </ul>
Please provide <b>complete and detailed CV(s)</b> of the identified experts clearly demonstrating relevant experience in the lot(s) and thematic areas you are bidding for, with evidence in the UN/non-profit sector.
Please provide a <b>list of main clients</b> to which similar services have been rendered in the past 5 years in the UN/non-profit sector.
<b>References</b> from previous clients with contact details. UNSSC may reach out for reference check.
Please provide a short description <b>of the most relevant projects or assignments</b> related to the lot(s) in the thematic area(s) you are bidding for, that you have been involved in the past 5 years.
Please provide a list of <b>relevant publications, certificates, authored reports</b> , or links to publicly available knowledge products, if any.

Financial Proposal (Appendix B)
<ul style="list-style-type: none"> <li>• <i>Please fill in Appendix B, indicating your best rates expressed in the currency you will invoice, excluding VAT.</i></li> <li>• <i>Prices are expected to remain unchanged throughout the entire contract period, including extensions. In any case, no revision to the rates is possible during the initial 3-years term.</i></li> <li>• <i>In case of offers received in multiple currencies, financial evaluation will be based on the USD amount at the UN exchange rate of the time of the RFP closing deadline.</i></li> </ul>

**The technical and financial proposal must be submitted in two separate files to [tenders@unssc.org](mailto:tenders@unssc.org) only. Submissions sent to any other emails may result in disqualification.**

## Annex B – Terms and Conditions to submit a proposal

**Submissions deadline is 03 May 2026 hrs 23:59 CEST.**

Please be aware that size of attachments is limited to a maximum of 20 Mb. If size of attachments exceeds this limit, it may be necessary to send more than one e-mail for the whole submission.

Please indicate in e-mail subject field:

- Bid Number: RFP 2026/02
- Name of your firm/ Expert name
- Number of e-mails that are sent (example: 1/2, 2/2).

UNSSC will not be responsible for locating or securing any information that is not identified in the bid.

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

## Annex B – Terms and Conditions to submit a proposal

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.**

### **Travel**

In case travels are required to complete the tasks of this RFP, UNSSC will arrange travel in accordance with its travel policies, rules and administrative instructions. Travel costs should not be indicated in the financial proposals.

In case of travel, it is responsibility of the awarded supplier to ensure having the required authorizations, visas or medical clearances to undergo travel to the required location(s).

## 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 (65 points) and a commercial component (35 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 B-Terms and Conditions, applying the evaluation criteria and sub-criteria specified below in the written proposal. Only proposals with a technical score higher than 45 points will be considered technically compliant and will be considered for the financial evaluation. The commercial component will address the competitiveness of the cost proposal.

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 65% Technical and 35% 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
1	The bidder must be either a legally registered company, organization, or an individual consultant (including self-employed professionals) legally authorized to enter into contractual agreements. The bidder must be able to provide proof of legal registration, tax status, or professional registration as applicable under national legislation.	Pass / Fail
2	Minimum of 5 years of proven relevant experience in training, facilitation and/or advisory services in each of the thematic area(s) the individual is bidding for.	Pass / Fail
3	Fluency in English	Pass/Fail
4	Evidence of relevant experience in the UN/international and /or no-profit organizations (such as international NGOs).	Pass/Fail
5	Acceptance of UN General Terms and Conditions for the provision of services (by signing Appendix A).	Pass / Fail
5	Auto-declaration that the bidder is compliant with relevant privacy	Pass / Fail

	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 (by signing Appendix A).	
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Only offers that will meet all the above mandatory requirements will be considered for the technical evaluation.

**- Technical Evaluation (65 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, which consists of the following documents/information in line with the below evaluation criteria:

#	Criteria	Evaluation	Max scores
1	Demonstrated experience in providing training, facilitation and/or advisory services for international, non-profit or UN clients. Portfolio relevance and quality assessed.	Scores will be allocated based on the number of years of relevant past experience per LOT and per each of the thematic area(s) the supplier is bidding for as evidenced in the CV and in Appendix A.	15
2	Depth of technical expertise	Scores will be allocated based on the depth of technical expertise as evidenced in past relevant projects and assignments delivered in the past 5 years.	20
3	Demonstrate relevant experience delivering services to UN entities, international organizations, or non-profit organizations.	Scores will be allocated based on the number of clients in the UN/international no-profit sector	10
4	Recognized expertise in the relevant lot(s) and thematic area(s)	Scores will be allocated based on the number of publications, relevant certifications obtained, or authored reports, as evidenced in Appendix A	10
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 LOT the individual is bidding for.	10

Only offers meeting the minimum technical threshold of 45 points will be considered technical compliant and will be considered for financial evaluation.

**- Commercial Evaluation (35 points):**

Financial offer forms shall be submitted by filling in Appendix B. Total cost and cost breakdown based on the deliverables provided shall be filled in 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 comparison 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 daily rate will receive

the maximum points (35 points). All other proposals will receive scores for financial proposals in inverse proportion. The formula for the inverse proportion is as follows:

$$\text{Bidder's score} = \text{Lowest Daily rate} / \text{Bidder's Daily rate} \times \text{Maximum Price Points (35)}$$

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 Proposal Form” of the RFP. The commercial offer shall be valid for a minimum of 90 days from the submission date.

- **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) and recommended for award.

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

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

- Quality of consultations, deliverables, and learning sessions, based on feedback from participants and the UNSSC Learning Team;
- Timeliness and reliability in the delivery of requested outputs and agreed milestones;
- Successful design and delivery of learning interventions in line with the agreed scope of work;
- Relevance and practical applicability of learning solutions to UN operational contexts;
- Responsiveness, collaboration, and professionalism demonstrated throughout the assignment;
- Quality and clarity of learning materials and knowledge products developed;
- Participant satisfaction rate of 70% or above (including “fully agree” or “significantly agree” ratings);
- Demonstrated ability to adapt learning approaches based on feedback and emerging needs.

UNSSC will provide dedicated access to the required platforms and data to allow the awarded bidders to perform the services.