



# Request for Proposals (RfP) Leadership Coaching Services

**IUCN Human Resources Management Group**  
**RfP Reference: IUCN-23-10- P90485**

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

## 1. REQUIREMENTS

1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

## 2. CONTACT DETAILS

2.1. During the course of this procurement, i.e. from the publication of this RfP to the award of a contract, you may not discuss this procurement with any IUCN employee or representative other than the following contact. You must address all correspondence and questions to the contact, including your Proposal.

IUCN Contact: Mouloud Haine, Head, Global HR Operations.  
 Email contact: [iucnhr-recruitment@iucn.org](mailto:iucnhr-recruitment@iucn.org)  
 All queries should make reference to RFP **IUCN-23-10- P90485**

## 3. PROCUREMENT TIMETABLE

3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will publish this on our website and contact you directly if you have indicated your interest in this procurement (see Section 3.2).

| DATE             | ACTIVITY  |
|------------------|---|
| 10 November 2023 | Publication of the Request for Proposals                                      |
| 24 November 2023 | Deadline for expressions of interest  |
| 24 November 2023 | Deadline for submission of questions  |
| 1 December 2023  | Planned publication of responses to questions                                 |
| 8 December 2023  | Deadline for submission of Proposals to IUCN (" <b>Submission Deadline</b> ") |
| 15 December 2023 | Clarification of Proposals  |
| 15 December 2023 | Planned date for contract award   |
| 8 January 2024   | Expected contract start date  |

3.2. Please email the IUCN contact to express your interest in submitting a Proposal by the deadline stated above. This will help IUCN to keep you updated regarding the procurement.

#### 4. COMPLETING AND SUBMITTING A PROPOSAL

4.1. Your Proposal must consist of the following four separate documents:

- Signed Declaration of Undertaking (see Attachment 2)
- Pre-Qualification Information (see Section 4.3 below)
- Technical Proposal (see Section 4.4 below)
- Financial Proposal (see Section 4.5 below)

Proposals must be prepared in English.

4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [RfP Reference – bidder name]. The bidder name is the name of the company/organisation on whose behalf you are submitting the Proposal, or your own surname if you are bidding as a self-employed consultant. Your Proposal must be submitted in PDF format. You may submit multiple emails suitably annotated, e.g. Email 1 of 3, if attached files are too large to suit a single email transmission. You may not submit your Proposal by uploading it to a file-sharing tool.

**IMPORTANT:** Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and within 12 hours, please send the password to the IUCN Contact. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

4.3. *Pre-Qualification Criteria*

IUCN will use the following Pre-Qualification Criteria to determine whether you have the capacity to provide the required goods and/or services to IUCN. Please provide the necessary information in a single, separate document.

| Pre-Qualification Criteria |   |
|----------------------------|---|
| 1                          | 3 relevant references of clients similar to IUCN / similar work                 |
| 2                          | Confirm that you have all the necessary legal registrations to perform the work |
| 3                          | How many employees does your organisation have who are qualified for this work? |

4.4. *Technical Proposal*

The Technical Proposal must address each of the criteria stated below explicitly and separately, quoting the relevant criteria reference number (left-hand column).

Proposals in any other format will significantly increase the time it takes to evaluate, and such Proposals may therefore be rejected at IUCN’s discretion.

Where CVs are requested, these must be of the individuals who will actually carry out the work specified. The individuals you put forward may only be substituted with IUCN’s approval.

IUCN will evaluate Technical Proposals with regards to each of the following criteria and their relative importance:

|   | Description   | Information to provide  | Relative weight |
|---|---|---|-----------------|
| 1 | <b>Global Workforce Coaching Expertise:</b><br>The selected provider should demonstrate a proven track record in coaching workforces across diverse continents and cultures, showcasing their ability to adapt and excel in varied global contexts. | Provide examples of your experience coaching workforces in diverse continents and cultures. Highlight specific success stories or case studies. | 20%             |

|   |  |   |     |
|---|--|---|-----|
|   |  | <p>Describe strategies and tools you use to ensure effective coaching in global contexts with varying cultural norms and expectations.</p> <p>Describe the profile of your team and the level of seniority of consultants you will assign for the different services.</p>   |     |
|   | <p><b>Hybrid and In-Person Coaching Acumen:</b><br/>The ideal candidate should possess the experience and capability to provide coaching services in both hybrid and in-person settings, ensuring the flexibility to meet the needs of our organisation.</p>               | <p>Describe your approach to providing coaching services in both hybrid and in-person formats. Describe how you tailor your methods to suit different delivery modes.</p> <p>Share examples of successful coaching engagements conducted both in hybrid and in-person settings.</p>                               | 20% |
| 3 | <p><b>Leadership Coaching at Top Level:</b> The provider should have a strong history of coaching high level leadership positions, indicating their proficiency in guiding and enhancing the performance of senior executives and top management.</p>                      | <p>Provide a list of top leadership positions you have coached in the past. Share any notable achievements or transformations resulting from your coaching interventions.</p> <p>Describe techniques and methodologies you use to ensure that coaching is effective for senior executives and top management.</p> | 20% |
|   | <p><b>Comprehensive Leadership Coaching Programs:</b> We seek a comprehensive range of coaching programs that address all leadership profiles in our organisation, from emerging leaders to experienced executives, covering the full range of leadership development.</p> | <p>Detail the range of coaching programs you offer, specifically tailored for various leadership levels within an organisation.</p> <p>Provide information on any customisation options</p>   | 20% |

|       |  |   |      |
|-------|--|---|------|
|       |  | available to align coaching programs with specific leadership development needs?  |      |
| 4     | <b>From Concept to Measurable Metrics:</b> The chosen provider should demonstrate ability to translate coaching concepts into tangible, measurable outcomes. We expect to see a structured approach that tracks progress, identifies key performance indicators, and consistently delivers metrics to assess the impact of coaching initiatives. | Describe your approach to translating coaching concepts into measurable outcomes. Share how you track progress and measure the effectiveness of coaching engagements.<br><br>Share examples of key performance indicators (KPIs) or metrics that you have used to evaluate coaching results in previous projects. | 20%  |
| TOTAL |  |   | 100% |

4.5. *Financial Proposal*

4.5.1. The Financial Proposal must consist of the completed table in section 4.5.5 below. Any and all additional cost items must be added to the table.

4.5.2. *Prices include all costs*

Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your Financial Proposal.

4.5.3. *Applicable Goods and Services Taxes*

Proposal rates and prices shall be exclusive of Value Added Tax.

4.5.4. *Currency of proposed rates and prices*

All rates and prices submitted by Proposers shall be in CHF

4.5.5. *Breakdown of rates and prices*

Prices need to be broken down as follows. Note that the quantities indicated are for the purpose of evaluation only.

|   | Description               | Quantity                                  | Unit Price | Total Price |
|---|---------------------------|---|------------|-------------|
| 1 | <b>Coaching services:</b> | 12 people / cohort / year (estimation for |            |             |

|   |   |   |  |  |
|---|---|---|--|--|
|   | Hourly or daily rates for coaching services.<br><br>Rates for different levels of expertise or seniority (if applicable).   | the purpose of the evaluation)  |  |  |
| 2 | <b>Training and Workshops:</b><br><br>Cost per training session or workshop.<br><br>Fees for materials, handouts, and resources provided.<br><br>Cost for preparation and design time.  | 10 workshops/year for an estimated number 10 people per team.<br><br>(estimation for the purpose of the evaluation) |  |  |
| 3 | <b>Personality assessments:</b><br><br>Individual cost per each tool listed in the proposal.  | 100 personality assessments per year<br><br>(estimation for the purpose of the evaluation)                          |  |  |
| 4 | <b>Measurement and Reporting Services:</b><br><br>If applicable, fees for tracking progress, collecting relevant data and identifying key performance indicators (KPIs) and metrics.<br><br>Costs for regular reporting on the impact of coaching initiatives, including data analysis. | 1 report per leadership coaching cohort/year<br><br>(estimation for the purpose of the evaluation)                  |  |  |
|   | <b>TOTAL</b>  |   |  |  |

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.

4.7. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.

4.8. *Withdrawals and Changes*

You may freely withdraw or change your Proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

**5. EVALUATION OF PROPOSALS**

5.1. *Completeness*

IUCN will firstly check your Proposal for completeness. Incomplete Proposals will not be considered further.

## 5.2. *Pre-Qualification Criteria*

Only Proposals that meet all of the pre-qualification criteria will be evaluated.

## 5.3. *Technical Evaluation*

### 5.3.1. *Scoring Method*

Your Proposal will be assigned a score from 0 to 10 for each of the technical evaluation criteria, such that '0' is low and '10' is high.

### 5.3.2. *Minimum Quality Thresholds*

Proposals that receive a score of '0' for any of the criteria will not be considered further.

### 5.3.3. *Technical Score*

Your score for each technical evaluation criterion will be multiplied with the respective relative weight (see Section 4.4) and these weighted scores added together to give your Proposal's overall technical score.

## 5.4. *Financial Evaluation and Financial Scores*

The financial evaluation will be based upon the total price using the estimated quantities in table 4.5.5 for the purpose of evaluation only.

Your Financial Proposal will receive a score calculated by dividing the lowest Financial Proposal that has passed the minimum quality thresholds (see Section 5.3.2) by the total price of your Financial Proposal.

Thus, for example, if your Financial Proposal is for a total of CHF 100 and the lowest Financial Proposal is CHF 80, you will receive a financial score of  $80/100 = 80\%$

## 5.5. *Total Score*

Your Proposal's total score will be calculated as the weighted sum of your technical score and your financial score.

The relative weights will be:

|                   |            |
|-------------------|------------|
| <b>Technical:</b> | <b>70%</b> |
| <b>Financial:</b> | <b>30%</b> |

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of  $83 * 70\% + 77 * 30\% = 58.1\% + 23.1\% = 81.2\%$ .

Subject to the requirements in Sections 4 and 7, IUCN will award the contract to the bidder whose Proposal achieves the highest total score.

## 6. **EXPLANATION OF PROCUREMENT PROCEDURE**

6.1. IUCN is using the Open Procedure for this procurement. This means that the contracting opportunity is published on IUCN's website and open to all interested parties to take part, subject to the conditions in Section 7 below.

6.2. You are welcome to ask questions or seek clarification regarding this procurement. Please email the IUCN Contact (see Section 2), taking note of the deadline for submission of questions in Section 3.1.

6.3. All Proposals must be received by the submission deadline in Section 3.1 above. Late Proposals will not be considered. All Proposals received by the submission deadline will be evaluated by a team of three or more evaluators in accordance with the evaluation criteria stated in this RfP. No other criteria will be used to evaluate Proposals. The contract will be awarded to the bidder whose Proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.

6.4. IUCN will contact the bidder with the highest-scoring Proposal to finalise the contract. We will contact unsuccessful bidders after the contract has been awarded and provide detailed feedback. The timetable in Section 3.1 gives an estimate of when we expect to have completed the contract award, but this date may change depending on how long the evaluation of Proposals takes.

## **7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT**

7.1. To participate in this procurement, you are required to submit a Proposal, which fully complies with the instructions in this RfP and the Attachments.

7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant Proposal.

7.1.2. Any incomplete or incorrectly completed Proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.

7.1.3. IUCN will query any obvious clerical errors in your Proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.

7.2. In order to participate in this procurement, you must meet the following conditions:

- Free of conflicts of interest
- Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)
- In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
- Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
- Not bankrupt or being wound up
- Never been guilty of an offence concerning your professional conduct
- Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.

7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).

7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your Proposal which parts of the goods/services are provided by each partner or sub-contractor.

7.5. Each bidder shall submit only one Proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a Proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one Proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the Proposals with the bidder's participation to be disqualified.

7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:

- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
- Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.

- Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

## **8. CONFIDENTIALITY AND DATA PROTECTION**

- 8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your Proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when requested.
- 8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your Proposal. Where you include personal data of your employees (e.g. CVs) in your Proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your Proposal.

## **9. COMPLAINTS PROCEDURE**

If you have a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact [procurement@iucn.org](mailto:procurement@iucn.org). Such complaints or concerns will be treated as confidential and are not considered in breach of the above restrictions on communication (Section 2.1).

## **10. CONTRACT**

The contract will be based on IUCN's template in Attachment 3, the terms of which are not negotiable. They may, however, be amended by IUCN to reflect particular requirements from the donor funding this particular procurement.

## **11. ABOUT IUCN**

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

[www.iucn.org](http://www.iucn.org)

<https://twitter.com/IUCN/>



## **12. ATTACHMENTS**

Attachment 1 *Specification of Requirements / Terms of Reference*

Attachment 2 *Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)*

Attachment 3 *Contract Template*