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TO:	All Bidders FAO Sales Manager	FROM:	Nodira Alimdjanova Senior Procurement Officer/ Unit Head
DATE:	21 February 2025	REF.:	RFQ No. 2025-0023/MCNEILL <i>WM</i>
TEL. NO.:		TEL. NO.:	+43 1 26030 6350
EMAIL:		EMAIL:	<a href="mailto:procurement@ctbto.org">procurement@ctbto.org</a>
SUBJECT:	Clarifications No.1 and Extension to Deadline RFQ No. 2025-0023/MCNEILL <b>Management Retreat Facilitator</b>		

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Dear Sir/Madam,

Please find attached responses to queries raised by interested bidders in respect to **RFQ No. 2025-0023/MCNEILL (“Management Retreat Facilitator”)**.

Please be kindly informed that as a result of the round of Clarifications No.1, the Terms of Reference have been updated. Please take the Clarifications No.1 responses and the updated Terms of Reference into account in the preparation and submission of your bid.

To ensure sufficient time for submission of quotations, we have extended the deadline to **27 February 2025, 17:00 hours, Vienna (Austria) local time.**

Please be reminded your quotation will be evaluated against the Technical Compliance Matrix.

If you have already submitted your quotation, you may resend it if these responses change your quotation.

We are looking forward to receiving your quotation prior to the submission deadline.

Kind regards,



Nodira Alimdjanova  
Senior Procurement Officer, Unit Leader

**Attachment:** (a) Clarifications No. 1  
(b) Updated Terms of Reference  
(c) Word Version of Vendor Profile Form

Item#	Question	Answer
1	In the Terms of Reference, under the "Profile of the Facilitator" section, one of the mandatory requirements states: "Prior experience with successful conduct of management retreats in other UN organizations". I would like to inquire whether experience working with the World Wide Fund for Nature (WWF) on management retreats would be considered as fulfilling this requirement.	Yes, and please note the Terms of Reference have been updated to read: <i>Prior experience with successful conduct of management retreats in other UN or similar organizations</i>
2	Would it be possible to know where the event will take place?	Exact location is still to be determined (max. 2hours drive from Vienna, Austria). Please note the Terms of Reference have been updated to include the above clarification.
3	In your Request you speak of facilitator – single. For 50 people we would ideally work with 2 facilitators. Would that also work for you, or do you need it to be a single person?	Bids will be considered with one or more facilitators. Please note the Terms of Reference have been updated to include the above clarification.
4	Do you have a format preference for our proof of experience / capability for this retreat?	Letterhead certificate/letterhead recommendation letter
5	You have estimated 10 days of work to support you for the preparation design and facilitation of your retreat, would you consider a response that includes one assistant/graphic facilitator to join me only for the retreat on-site (which would add 3,5 days of work for a total of 13,5 man days)?	No. Please refer to the requirements in the Terms of Reference and be guided accordingly.
6	Concerning the 50 participants, we have seen the org. chart on your website, but could you please provide more details?  1.1 job roles, 1.2 gender distribution 1.3 number of new employees, 1.4 years of experience 1.5 Age range 1.6 Any other useful insights	The list of attendees is still being drawn up and it may consist of senior and mid-level managers with at least 10 years of experience. Please be guided accordingly
7	Are there any type of disabilities and what if yes to include in our design?	No

8	Have these participants been exposed to team building before?	Yes
9	Will the activities take place indoors, or is there an outdoor facility available?	The activities will take place indoors
10	If we get accepted, will you issue an invitation letter to apply for a Visa and/or any support to issue the visa? Our understanding it will be Schengen Short stay business visa. Please confirm.	The selected bidder will be responsible for obtaining and paying for any work permits, visas, or similar.
11	Can we include the company references, and full resumes of the proposed resources in addition to the required forms of submission?	Yes
12	Are you expecting with the submission that we present a high-level technical proposal with our proposed ideas till this is fine-tuned if we get accepted?	Please refer to the requirements of the RFQ Instructions as well as the Terms of Reference and be guided accordingly.
13	When is it expected to select the successful bidder after submission?	Upon finalization of the procurement process, the Commission will inform all bidders in due course.
14	Where is the expected location (that is 2 hours from Vienna) to be able to calculate the cost of travel and accommodation?	Please refer to Question/Answer 2 and be guided accordingly.
15	It is better for us to stay at the same venue with the participants, is the facility determined? And can we get the same accommodation rate as your organization to make it cost effective?	This will be clarified to the winning bidder.
16	When do you need the 5 days preparation to take place (just to plan the timelines and availability of resources)?	As early as possible, preferably in late March/April
17	How many group coaching sessions do you expect to have during the retreat and to which technical level?	Two group coaching sessions are anticipated: one for senior management and one for mid-level management. Please refer to the updated Terms of Reference
18	Have these participants taken coaching sessions before?	No
19	As there are 3 main deliverables, please confirm that we can issue invoices/payments for each deliverable upon completion.	Please refer to the RFQ requirements of the Terms of Reference

20	Since this is purely services then the insurance 110% does not apply, please confirm that.	Correct
21	Also the same question as the above in the Bidder statement (Warranty 24 months and consumable spare parts...etc. are not applicable too, please confirm	Correct
22	My company is considering opening another branch in UAE, can payments be made to this company USD account once it is launched?	Payment will be made to the bank account stated on the Vendor Profile Form which shall be submitted by each supplier as part of their quotation.
23	Concerning Taxation, whether the invoice will be issued from Egypt or UAE, income taxes apply locally, and we pay it. Is there any other tax that will be paid to Austrian government?	Tourist tax will be paid to the hotel
24	May we please kindly ask if the forms as requested in your RFQ pdf document are also available in word format?	Only the Vendor Profile Form is available in Word format, please see it attached.

## **TERMS OF REFERENCE**

### **FACILITATION SERVICES 2025 CTBTO MANAGEMENT RETREAT**

The Preparatory Commission for the Comprehensive Nuclear Test-Ban-Treaty Organization (hereinafter referred to as “the Commission”) <https://www.ctbto.org/> seeks to engage the services of an experienced facilitator (hereinafter referred to as the “Contractor”) for its 2025 Management Retreat, which is scheduled to take place from 2 to 4 June 2025 in a venue approximately 2 hours’ drive away from Vienna. The retreat will be conducted in English and will be attended by around 50 senior and mid-level managers from the CTBTO Provisional Technical Secretariat (PTS).

This Terms of Reference (hereinafter referred to as “the TOR”) shall be used by the Contractor as the basis for provision of the facilitation services.

#### **CONTEXT**

- First management retreat after the re-appointment of the Executive Secretary Floyd for a second term.
- New Medium-Term Strategy (MTS) cycle starting in 2026 to reflect the vision for the future, based on the previous MTS which runs through 2025.
- Fast-evolving, complex global security context, against a backdrop of tighter financial constraints and higher funding needs of the Commission (International Monitoring System sustainment, technical assistance and capacity building).
- Contract term limitations for Professional level staff as a policy decision which lead to regular staff turnover requiring, in turn, a systematic/organization wide approach to knowledge management.

#### **PURPOSE AND OBJECTIVES**

The 2025 Management Retreat aims at strengthening the cohesion and performance of the organization’s management team to reshape the PTS’s mid-term strategic goals and to develop strategies for potential tensions between priority programme activities and potential funding gaps.

It gathers the extended management team, allowing them to step away from the day-to-day operations of the PTS to:

- Gain diverse perspectives, plan strategically, and think creatively about current and future challenges and opportunities.
- Enhance team cohesion, encourage collaboration, and invigorate effective communication across all Divisions.
- Conclude with clear and actionable plan(s)/strategy for organizational success.
- Recharge and return with renewed energy and focus.

## TASKS AND DELIVERABLES

### Total working days: 10

The venue for the event is to be determined (max. 2h drive from Vienna, Austria). The Commission will notify the Contractor well in advance of the exact location for the event.

The Contractor will implement the following tasks:

#### Pre-Retreat (est. 5 working days)

Planning and preparatory work for the retreat:

- Learn about the CTBT/O; read the strategic documents of the organization, in particular the 'Medium Term Strategy through 2025', CTBT/PTS/INF.1648), any available draft for its follow-up edition, the Programme and Budget document, as well as the results of the 2024 Staff Survey; these documents will be provided to the Contract upon issuance of the Purchase Order.
- Meet with the Executive Secretary and his team to understand expectations; engage also with Directors and the Chief QMPM to understand their priorities, anticipated opportunities and challenges.
- In close cooperation with the OES, prepare the retreat's concept and design the retreat's agenda/programme.
- Prepare the necessary materials for the facilitation/moderation of the retreat, the substantive discussions and activities, incl. coaching and break-out sessions, focus group discussions, interactive games, etc.
- Prepare a feedback questionnaire to be distributed to the participants at the end of the retreat.
- Prepare the templates for the actionable strategy/plan(s).

*The Contractor should make herself/himself available for a meeting (in person or on-line) with the Executive Secretary and his team.*

#### During the Retreat (3 full working days)

- Moderate and facilitate all the sessions of the retreat; ensure that time is used effectively and that all individuals can participate fully.
- Support retreat objectives by:
  - Facilitating discussions and activities supporting the objectives of the retreat, consolidating outcomes, and fostering follow-up discussions on emerging issues.
  - Developing a team-based and cross-divisional common understanding and approach to work that promotes development of ideas and outputs.
  - Assisting managers build motivation and enhance team spirit and identify areas that require work and/or change, and help provide them with the tools and motivation to effect necessary change.
- **Conducting 2(two) coaching sessions (one for senior management and one for mid-level management) and help managers populate the actionable plan(s).**

#### After the Retreat (est. 2 working days)

- Debrief with the CTBTO retreat planning team.
- Collect and analyze feedback questionnaires from participants.
- Compile a short retreat report based on inputs of rapporteurs, provide post-retreat analysis with observations/lessons learnt, proposed actions to incorporate outcome of the retreat into PTS practice and bring lasting impact.

## PROFILE OF THE FACILITATOR

The Commission is looking for an experienced retreat facilitator with proven expertise in organizational development and teambuilding to plan and conduct a three-day retreat for senior and mid-level managers of the PTS.

The Contractor should provide a facilitator (one or more) with the following profile:

### Mandatory:

- Demonstrated track-record of facilitating executive-level meetings, retreats, and strategic planning sessions; proven experience in relevant training and moderation of events for managers, including the ability to communicate and help drive organizational change and share successful experiences from other organizations.
- Demonstrated experience and ability to motivate audiences to participate and share ideas; ability to identify underlying issues, understand nuances, and provide guidance towards creative, actionable solutions and outcomes; help build and maintain team spirit.
- Strong understanding of business management, strategic planning, leadership styles and team dynamics.
- Proven experience in building leadership skills, effective communication in international settings, change management, and emotional intelligence coaching.
- Outstanding presentation, inter-personal and communication skills in English.
- Gender- and cultural-sensitivity experience with groups of managers from multi-cultural backgrounds.
- Availability for the dates of the retreat + travel time, and for pre- and post- retreat work.
- Prior experience with successful conduct of management retreats in other UN or similar organizations
- Knowledge/understanding of the CTBT/O.