

**CRDF GLOBAL
REQUEST FOR PROPOSAL**

Deadline: *October 24, 2025*

Summary:

CRDF Global is seeking two to three subject matter experts (SMEs) for a team of instructors for a one-day, in-person activity in Helsinki, Finland, scheduled mid February 2026. The primary objective of this activity is to strengthen the capability of European industry actors and regulatory authorities to detect and prevent sanctions evasion and the illicit diversion of defense-relevant materials by proliferator states and their proxies. Through an interactive training that includes case studies and exposure to advanced technological tools for compliance and risk assessment, participants will learn how malign actors circumvent sanctions and exploit global supply chain and financial networks. This program will foster improved Know Your Customer and Customer's Customer (KYC/KYCC) and enhanced due-diligence practices, strengthen reporting mechanisms, and enhance regional efforts to mitigate the diversion of critical defense materials.

Scope:

CRDF Global will partner with expert trainers (hereafter referred to as "Contractor") to deliver a one-day, in-person regional training. The Contractor will be responsible for developing and tailoring all training materials in coordination with CRDF Global, delivering technical and strategic content aligned with the project's objectives to strengthen European industry and regulatory authorities' ability to detect and prevent sanctions evasion and illicit diversion of defense-relevant materials by proliferator states, and leading participant engagement throughout the workshop. This includes participation in planning calls with CRDF Global (as requested), facilitation of all assigned sessions, and provision of follow-up recommendations or lessons learned.

Activity sessions will be designed to engage representatives from freight-forwarding and logistics companies, banks, as well as law enforcement, government agencies and regulatory entities. Content will focus on identifying diversion and transshipment red flags specific to dual-use items, applying due-diligence best practices, and leveraging advanced compliance and risk-assessment tools. Participants will also work through real-world case studies and gain hands-on exposure to international best practices, equipping them to strengthen their organizations' compliance programs, enhance reporting mechanisms, and more effectively prevent malign actors from exploiting transshipment channels to illicitly acquire defense-related or sanction-restricted materials.

CRDF Global will coordinate and support all travel and logistics for the Contractor's participation in the activity.

Tasks and Deliverables:

Task 1: Training Material Development

The Contractor will develop and prepare an outline format for the regional training, including all necessary training materials. In addition, the Contractor is to provide CRDF Global with the names, titles, and locations of potential additional trainers who will serve as backups for the training no later than seven (7) days after the signing of the contract.

The Contractor will help draft up to ten (10) questions, review, and provide input/edits as necessary to pre- and post-activity surveys that will then be disseminated to participants by CRDF Global. These edits are to ensure the survey contents are appropriate to evaluate participants' knowledge gains and the retention of materials provided by the Contractor. The Contractor will provide input/edits to the surveys to CRDF Global no later than ten (10) business days prior to the event date.

Task 1 Deliverables:

1. Training materials:
 - a. Agenda with learning objectives: A finalized one-day agenda detailing session topics, learning outcomes, and time allocations for each module (technical and strategic content).
 - b. Presentation slide decks and handouts: Complete presentation decks and participant handouts, including case studies and reference materials
2. Practical Exercise and Case Study Materials:
 - a. Diversion Red Flags Case Study Toolkit: A set of at least two (2) real-world case studies with guided discussion questions and key takeaways to reinforce detection of diversion tactics.
 - b. Due-Diligence Best Practices Checklist: A concise, evidence-based checklist for participants to apply in their own organizations.
3. Pre-Configured Platform/Accounts (if applicable):
 - a. Pre-configured logins or temporary access instructions for any digital risk assessment or compliance platforms to be demonstrated during the training.
4. Trainer and Survey Information:
 - a. Full names, titles, professional photographs, and short biographies for each trainer and any designated back-up trainers.
 - b. Input/Edits to pre- and post-event surveys to ensure alignment with learning objectives.

Task 2: Training Implementation

The Contractor will nominate one (1) SME to serve in a team of subject matter experts that will implement and deliver the one-day regional training in Helsinki, Finland, in February 2026 (dates may be shifted). The activity will focus on strengthening the capability of European industry and regulatory authorities to detect and prevent sanctions evasion and illicit diversion of defense-relevant materials through technical and strategic modules, including real-world case studies, applied due-diligence exercises, and demonstrations of advanced compliance and risk assessment tools.

The activity day will be approximately eight (8) hours in duration and will include two coffee breaks and lunch provided on-site. Content delivery will include a mix of presentations, guided group discussions, and practical exercises designed to support tangible outcomes aligned with international best practices for enhanced due diligence and diversion risk mitigation.

The day prior to the activity, the Contractor's SME trainers will be available for an in-person coordination meeting with CRDF Global staff at a mutually convenient time. On the day of the activity, the Contractor will arrive at least thirty (30) minutes before the scheduled start to ensure proper setup and remain available for thirty (30) minutes after the conclusion for a daily debrief with CRDF Global. Throughout the event, the Contractor will lead facilitation and provide continuous participant support to ensure active engagement and the effective delivery of all learning objectives.

Following the event, the Contractor will remain available to address follow-up questions from participants for a period of five (5) business days. All such communications will include the CRDF Global Technical Officer in copy to maintain transparency and continuity.

CRDF Global will disseminate pre- and post-activity surveys to participants to assess knowledge gains, relevance of the training, and areas for improvement. The pre-activity survey will be administered during the opening session, with 5

minutes allocated for completion. The post-event survey will be shared immediately following the closing session.

CRDF Global will share aggregated survey results with the Contractor after data collection is complete, should the Contractor wish to review participant feedback.

Task 3 Communication and Reporting

The Contractor will participate in scheduled 30-minute weekly planning calls, as well as ad hoc meetings with CRDF Global, as reasonably required. These calls will be used to discuss programmatic updates, recent communications with the Customer, and to address any adjustments to project implementation. CRDF Global and the Contractor will agree on a mutually convenient day and time for recurring meetings. Additionally, the Contractor will attend coordination meetings with vendors as needed to support seamless execution of the project.

Following the conclusion of the activity, the Contractor will submit a post-activity report outlining key outcomes, insights, and lessons learned to inform future programming, no later than five (10) business days after the activity's completion.

Contractor Requirements:

The Contractor should have proven expertise in sanctions compliance, dual-use items control, and diversion prevention. Experience delivering training or workshops to multi-sector audiences, including industry, regulators, and law enforcement, is required. The Contractor has participated in at least two CRDF Global or similar engagements, and is comfortable developing and delivering training materials, case studies, or interactive exercises, either independently or as part of a team. Strong facilitation, communication, and mentoring skills are essential, as is the ability to provide follow-up recommendations. Availability to travel to Helsinki, Finland, in mid-February 2026, and to participate in preparation, delivery, and post-workshop activities is required.

Proposal Requirements:

- Statement of Interest and Technical Capabilities
- Cost proposal
- CV(s)
- List of recent experience in the RFP Subject Matter area and applicable references/past performance
- Any Small or Disadvantaged Business Designations (Veteran Owned, HUB Zone, Women Owned, Disadvantaged Businesses)
- [NAICS Codes:](#)
 - 541620 Environmental Consulting Services- Small Business Threshold \$15 million
 - 541690 Other Scientific and Technical Consulting Services – \$15 million

Timetable:

October 15, 2025: RFP Questions due

October 20, 2025: RFP Questions & Answers released

October 24, 2025: RFP submissions due

November 1, 2025: Contract start date

Contractor Selection Criteria:

CRDF Global will select the Contractor(s) that provide the best value in terms of overall price and experience. The Contractor(s) should have proven experience working with CRDF Global in the subject matter area described above and at least ten years of related experience. Experience working with/in diverse audiences and geographies is required.

Submission Requirements: RFI responses and all other communication concerning this RFI should be directed to the following designated CRDF Global contact:

CRDF Global prioritizes a safe and collaborative work environment in which diversity, equity, and inclusion is championed and discussed. CRDF Global provides equal employment opportunities to all qualified individuals without regard to age, race, color, religion, sex, sexual orientation, and gender identity, national origin, protected veteran, or disabled status. We are dedicated to creating and maintaining a respectful work environment that is safe, engaging, and comfortable for all.

CRDF Global pledges to prioritize sponsorship of diverse events and panels of experts whenever possible.

Selection Criteria and Evaluation Methods:

Evaluation Factors

1. Key Personnel and Qualifications
2. Price/Cost
3. Small Business Utilization (if applicable):
4. Past Performance
5. Risk Management

Evaluation Methods

6. Best Value Trade-Off:

Evaluation Scoring Methodology:

Proposals will be evaluated based on the following scoring system:

7. Excellent (5): Exceeds all requirements and offers superior benefits.
8. Good (4): Meets all requirements with some additional value.
9. Acceptable (3): Meets all minimum requirements.
10. Marginal (2): Meets some requirements but has deficiencies.
11. Unacceptable (1): Fails to meet requirements.

Basis for Award:

The award will be made to the offeror whose proposal provides the best value to the government, considering both technical and price factors. The government reserves the right to make an award to other than the lowest-priced offeror if a higher-priced offeror demonstrates superior technical capabilities.

Submission:

Proposals should be submitted to procurement@crdfglobal.org & afadeieva@crdfglobal.org , no later than **October 24, 2025**. Proposals should be submitted as electronic documents in PDF, Word or Excel format.

Background:

CRDF Global is an independent nonprofit organization founded in 1995 in response to the collapse of the Soviet Union and the threat of large-scale proliferation of weapons technology from the region. With support authorized by the Nunn-Lugar Act of 1991 and the Freedom Support Act of 1992, as well private foundation

contributions, CRDF Global embarked on bolstering the global scientific community and fostering alternatives to weapons research.

In the past 25 years, our work has expanded to address ever-changing global concerns, but our commitment to ensuring the success of our partners remains the same. We are a leading provider of flexible logistical support, program design and management, and strategic capacity building programs in the areas of higher education, CBRNE security and nonproliferation, border security, cybersecurity, global health, technology entrepreneurship, and international professional exchanges.

With offices in Arlington, VA; Kyiv, Ukraine; and Amman, Jordan, CRDF Global's diverse staff and networks of local community and government stakeholders deliver tailored programs that meet specific regional needs in over 100 countries across the globe.

Vision Statement:

Our world, healthy, safe, and sustainable.

Mission Statement:

Safety, security, and sustainability through science, innovation, and collaboration.

Values:

We do the right thing.

We care about each other and the people we work with.

We work together to deliver excellence

CRDF Global provides equal opportunities to all qualified individuals without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran, or disabled status. We are committed to prioritizing an inclusive and collaborative space in which diversity and equity is discussed, championed, and supported. We acknowledge and honor the fundamental value and dignity of all individuals. We pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages, and experiences.

More information is available at www.crdfglobal.org.

Solicitation Terms & Conditions:

Right to Select Suppliers. CRDF Global reserves the right to negotiate with and select all qualified suppliers at its own discretion and is not obligated to inform suppliers of the methods used in the selection process. CRDF Global reserves the right to dismiss any and/or all suppliers from the bid process and reject any and/or all proposals.

Obligation. This RFP does not bind nor obligate CRDF Global in any way. CRDF Global makes no representation, either expressed or implied, that it will accept or approve in whole or in part any proposal submitted in response to this RFP. CRDF Global may reward, in whole or in part, the proposal at its sole discretion.

Notification. CRDF Global will notify bidders following completion of the evaluation process, as to whether or not bidders have been awarded the contract. The only information regarding the status of the evaluation of proposals that will be provided to any inquiring bidder shall be whether or not the inquiring bidder has been awarded the contract. CRDF Global may, at its sole discretion, inform any inquiring bidder of the reason(s) as to why it was not awarded the contract.

Binding Period. Following the due date of submission of this Proposal, the pricing included in this RFP shall be binding upon the supplier for the duration of the contract.

Hold Harmless. By submitting a response to the RFP, bidder agrees that CRDF Global has sole discretion to select any and/or all suppliers. During or following the conclusion of this process, bidders waive their rights to damages whatsoever attributable to the selection process, materials provided, supplier selection, or any communication associated with the RFP process and supplier selection.

Transfer to Final Contract. The terms and conditions of the RFP, including the specifications and the completed proposal, will become at CRDF Global's sole discretion, part of the final contract (the "Agreement") between CRDF Global and the selected bidder. In the event that responses to the terms and conditions will materially impair a bidder's ability to respond to the RFP, bidder should notify CRDF Global in writing of the impairment. If bidder fails to object to any condition(s) incorporated herein, it shall mean that bidder agrees with, and will comply with the conditions set forth herein.

Exceptions. Any exceptions to the terms and conditions or any additions, which bidder may wish to include in the RFP, should be made in writing and included in the form of an addendum to the applicable Section in the RFP.

CRDF Global Proprietary Information. Supplier agrees that all non-public information contained in this document and communicated verbally in reference to this RFP by CRDF Global shall be received for the sole discretion and purpose of enabling the supplier to submit an accurate response to this RFP. The information contained in this RFP and disclosed during the course of negotiations and communications are proprietary in nature and under no circumstances to be disclosed to a third party without prior written consent from CRDF Global.

Supplier Proprietary Information. Information contained in the response to this RFP will be considered proprietary in nature if marked "confidential" or "proprietary". Such marked documents will not be disclosed to third parties outside CRDF Global with the exception of retained consultants under contractual confidentiality agreements.