

**Call for Expressions of Interest: Global Training Needs Assessment for the
International Council of Museums (ICOM)**

1. CONTRACT NOTICE

Contracting Organisation:

The International Council of Museums
15, Rue Lasson 75012 Paris, France

Website: <https://icom.museum/en/>

Contact: training@icom.museum

Assignment type:

Global research and strategic consultancy
assignment

Place of Performance: Global – Remote

Duration of Contract: 12 months

Working Language: English

Maximum Budget: 70.000 EUR
(inclusive of all taxes and charges)

Estimated Start Date: October 2026

Submission deadline: 28th of August 2026 (00:00 CEST)

2. ABOUT ICOM

Established in 1946, the International Council of Museums (ICOM) is an international organisation of museums and museum professionals, which is committed to the research, conservation, continuation and communication to society of the world's natural and cultural heritage, present and future, tangible and intangible. As forum of experts, it makes recommendations on issues related to cultural heritage, promotes capacity building and advances knowledge. ICOM is the voice of museum professionals on international stage and raises public cultural awareness through global networks and co-operation programmes.

The [ICOM network](#) comprise over 67,000 members from 137 countries and territories, organised into 120 National Committees, 35 International Committees, 7 Regional Alliances, 22 Affiliated Organisations and branches in 118 countries.

3. BACKGROUND

Museums today operate in an increasingly complex and rapidly evolving environment shaped by technological transformation, geopolitical uncertainty, environmental challenges, shifting societal expectations, and changing patterns of cultural participation.

At the same time, museums are expected to respond to emerging priorities related to digital transformation, community engagement, sustainability, inclusion, ethical governance, emergency preparedness, and the protection of cultural heritage.

These transformations are reshaping the competencies, skills, and forms of professional development required across the global museum sector.

Within ICOM, professional development initiatives and trainings are currently distributed throughout its network as well as offering programs organised through the Museums & Society -Capacity Building Department within the ICOM Secretariat and [ICOM International Training Centre](#) (ICOM-ITC).

As part of its broader commitment to strengthening professional development and capacity building across the global museum community, ICOM is developing the **ICOM Academy**, a strategic initiative intended to provide a more structured, accessible, and globally relevant framework for learning and professional development. The Academy is envisaged as a global capacity-building ecosystem bringing together ICOM's existing expertise, programmes, and networks, while progressively expanding learning opportunities through digital, hybrid, and in-person formats.

In this context, ICOM, in association with its research arm, the [ICOM International Museum Research and Exchange Centre \(ICOM-IMREC\)](#), has decided to address the current and emerging professional development needs of its global membership by undertaking a Training Needs Assessment in order to better understand:

- the current and emerging needs of museum professionals worldwide;
- regional and thematic priorities across the museum sector;
- barriers to access and participation in professional development opportunities;
- existing initiatives and gaps within the ICOM network;
- and future opportunities for strengthening ICOM's global capacity-building offer.

4. PURPOSE OF THE ASSIGNMENT

The purpose of this assignment is to provide ICOM with a comprehensive and evidence-based understanding of the current and emerging professional development needs of the global museum sector.

The findings will provide a strategic evidence base to strengthen and better coordinate ICOM's global capacity-building activities and inform the development of the ICOM Academy, including its future learning priorities, audiences, delivery approaches, and opportunities for collaboration across the ICOM network.

The selected consultant or consortium will support ICOM in translating these findings into clear strategic recommendations for a structured, inclusive, sustainable, and future-oriented capacity-building offer that responds to the diverse needs of museum professionals across regions and professional contexts.

5. SCOPE OF SERVICES

The selected contractor will conduct a research project engaging ICOM's primary constituents, including National and International Committees (NCs and ICs), Regional Alliances (RAs), and Affiliated Organisations (AOs). The assignment will include the following key tasks:

- identify the main challenges faced by museums across the globe with attention to highlighting differences between regions
- clarify key priority training needs among museum professionals
- assess access to, and expectations regarding, professional development opportunities
- explore effective formats and delivery methods for training (online, hybrid, in-person)
- map existing capacity-building and training initiatives developed by ICOM National and International Committees, the ICOM Secretariat and other network actors

6. DELIVERABLES

The selected contractor will be expected to deliver the following outputs in line with the objectives and scope of the assignment:

- Needs assessment report (Stage 1)
- Audit and gap analysis report (Stage 2)
- Final strategy and recommendations (Stage 3)

7. PROFILE OF THE CONSULTANT OR CONSORTIUM

ICOM welcomes applications from qualified entities and individuals with demonstrated expertise in international research, stakeholder consultation, and strategic analysis related to professional development, capacity building, or the cultural sector.

Applications may be submitted by individual consultants, organisations, institutions, or consortia bringing together complementary areas of expertise.

Expertise Requirements

Applicants should demonstrate:

- Proven experience in conducting international assessments, research, or evaluations, using both qualitative and quantitative methodologies;
- Experience working with international organisations, NGOs, or complex networks;
- Demonstrated experience in stakeholder consultation and facilitation (e.g. surveys, interviews, workshops);
- Strategic and forward-thinking skills;
- Knowledge of professional development and training systems;
- Excellent analytical, synthesis, and reporting skills;
- Ability to work effectively in a multicultural and international environment;
- High level of written and spoken English;
- Familiarity with the museum sector is a plus.

Administrative Requirements

Applicants shall demonstrate:

- Legal registration as a company, organisation, or independent consultant;
- Ability to enter into a contractual agreement with ICOM;
- Absence of conflict of interest related to the assignment.

Consortium Applications

Applications submitted by a consortium are permitted.

In the case of a consortium application, applicants must designate one lead partner responsible for:

- submitting the proposal on behalf of the consortium;
- serving as the main contractual counterpart with ICOM;
- coordinating and managing the implementation of the assignment;
- overseeing the financial management of the project and the distribution of funds among consortium members;
- ensuring the timely and satisfactory delivery of all agreed outputs and deliverables.

The composition of the consortium, the respective roles of each partner, and the governance arrangements must be clearly described in the proposal.

8. FINANCIAL INFORMATION

Budget and timeline

The total budget allocated for this assignment is **EUR 70,000** (seventy thousand EUR) inclusive of all taxes and charges.

The assignment is expected to **begin in September 2026** and to be completed within a period of twelve (12) months.

Applicants are invited to propose a realistic workplan and timeline aligned with the proposed methodology and deliverables.

Payments

Payments will be made in instalments, subject to the satisfactory completion and acceptance of agreed deliverables and milestones, as defined in the contractual agreement between ICOM and the selected consultant or consortium.

The indicative payment structure is as follows:

- EUR 30,000 upon completion of the first stage of the assignment;
- EUR 20,000 upon completion of the second stage of the assignment;
- EUR 20,000 upon receipt and validation of all final deliverables, as outlined in the Deliverables section.

Applicants are encouraged to reflect this instalment structure in the financial proposal submitted as part of their application.

9. SUBMISSION REQUIREMENTS

Applicants are required to submit the following documents in English through the online application portal available at:

https://icom.formstack.com/forms/icom_imrec_training_needs_assessment

- A **technical proposal** outlining the methodology, approach, workplan and timeline (5–10 pages, excluding annexes);
- A company profile or description of the organisation (if applicable)
- **CVs of key experts** involved in the assignment (maximum 5 pages);
- A **financial proposal** (in EUR), including a detailed budget breakdown, taking into account the following conditions:
 - A maximum of 15% for administrative costs if a university is the lead partner;
 - A maximum of 50% of the total budget allocated to staff costs;
 - A minimum of 50% of the total budget allocated to research costs;
- **Examples of previous relevant assignments of a comparable international scope**, particularly in the fields of research, professional development, capacity building, or training needs assessments;
- **Proof of legal registration** as a company, organisation, or independent consultant.
- In the case of a **consortium application**:
 - identification of the lead partner;
 - a description of the roles and responsibilities of each consortium member;
 - a description of the governance and coordination arrangements within the consortium.

Applicants should also demonstrate the overall relevance, feasibility, and value for money of the proposed approach in relation to the objectives and expected outputs of the assignment. Late or incomplete submissions will not be accepted.

10. SUBMISSION DEADLINE

The deadline for submission of applications is **28th of August 2026, 00:00 CEST**.

11. SELECTION PROCESS

Proposals will be reviewed and assessed by an evaluation panel composed of representatives of ICOM and the ICOM International Museum Research and Exchange Centre (ICOM-IMREC).

The evaluation process may include requests for clarification, additional information from applicants or interviews.

ICOM reserves the right not to award the contract if no proposal is considered suitable.

All applicants will be informed of the outcome of the selection process.

Notification of results is expected by the end of August 2026.

12. EVALUATION CRITERIA

Eligible proposals will be evaluated through a structured and transparent assessment process conducted by the evaluation panel. Proposals will be assessed on the basis of their overall quality, relevance, feasibility, and alignment with the objectives of the assignment.

Each eligible proposal will be scored out of 100 points according to the following evaluation criteria:

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- **Quality and relevance of the proposed methodology (30 points)**: The clarity, robustness, and relevance of the proposed methodology, including data collection and analysis methods, will be assessed.
- **Relevant experience and expertise (25 points)**: The applicant must demonstrate proven experience in conducting training needs analyses and working on projects of a similar scale and scope.
- **Quality and complementarity of the proposed team (15 points)**: The extent to which the team demonstrates complementary skills, qualifications, and clearly defined roles.
- **Understanding of the museum and cultural sector (10 points)**: Demonstrated knowledge of the museum field, including both global trends and regional dynamics.
- **Feasibility and coherence of the workplan (10 points)**: Realism, consistency, and coherence of the proposed timeline, deliverables, and implementation strategy.
- **Budget and value for money (10 points)**: Cost-effectiveness and alignment of the budget with the proposed activities and expected outputs.

13. CONTRACTUAL FRAMEWORK

The contract resulting from this call for tenders will be a service contract concluded between the selected service provider and the International Council of Museums (ICOM).

The contract will be based on the proposal submitted and selected through this call, and will set out the final scope of work, deliverables, timelines, responsibilities, and financial arrangements.

The contract will be governed by French law, reflecting the legal status of the International Council of Museums (ICOM) as a French non-profit association.

The contract duration will be 12 months, starting from the date of signature of the contract, unless otherwise agreed in writing.

The total budget for this assignment is EUR 70,000, inclusive of VAT and all applicable taxes.

Payments will be made in EUR based on the successful completion and acceptance of agreed deliverables. Payments may be structured in instalments linked to key milestones, as defined in the contract.

All reports, data, analyses, and deliverables produced under this contract shall be the property of the International Council of Museums (ICOM). ICOM shall have the right to use, reproduce, and publish these materials, in whole or in part, for institutional and non-commercial purposes, including the publication of reports.

The expected start date of the assignment is October 2026, subject to completion of the selection process and contract signature with the International Council of Museums (ICOM).

Enquiries and Contact: training@icom.museum