



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

TO INTERESTED SUPPLIERS	DATE: November 21, 2019
	REFERENCE: UNDP-BMS-Dir-RFP-2019-014

Dear Sir / Madam:

We kindly request you to submit your **Proposal for Services on Risk Management Consultancy–Development of Risk Appetite Statement**.

Your Proposal must be expressed in the **English** and valid for a minimum period of **60 days**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. In submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

The Technical Proposal and Financial Proposal files **MUST BE COMPLETELY SEPARATE** and sent separately and clearly marked as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL,” as appropriate. Each document shall include the Proposer’s name and address.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP’s re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Ferouze A. Mohamed

Ferouze Abdi Mohamed
Officer-in-Charge
Central Procurement Unit, New York
United Nations Development Programme

Description of Requirements

Context of the Requirement	Services on Risk Management Consultancy– Development of Risk Appetite Statement
Implementing Partner of UNDP	Please refer to Annex I
Brief Description of the Required Services ¹	Please refer to Annex I
List and Description of Expected Outputs to be Delivered	<ol style="list-style-type: none"> 1) Final design methodology and parameters: Based on the original proposal, further consultations with key UNDP stakeholders and a desk review, present the RAS design methodology and parameters including purpose, benefits, readiness, stakeholder analysis, critical success factors to be considered at the outset, high-level mapping of key risks for the organisation, approach, structure, and work plan for the RAS. 2) First draft of the Risk Appetite Statement: Developed in an iterative and consultative manner, consistent with the agreed approach (Deliverable 1). RAS will include at a minimum the following sections: <ul style="list-style-type: none"> - Preamble - Definitions and explanation of the RAS - Explanation of the Structure of the RAS - Details and guidance for the operationalisation of the risk appetite at the corporate and field level - Main body of RAS 3) Final draft of the Risk Appetite Statement: Consultations on the first draft will be conducted to inform the preparation of a final draft. This may entail a few rounds of revisions to ensure all feedback is adequately addressed. Service Provider to also provide a summary of consultations including feedback received and how they were addressed, and a PowerPoint Presentation with key messages for UNDP to present to Executive Group and subsequently the Executive Board.
Person to Supervise the Work/Performance of the Service Provider	Management Specialist, Enterprise Risk Management (Bureau for Management Services)
Frequency of Reporting	Weekly discussions on progress during the contract

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Progress Reporting Requirements	Online																			
Location of work	<input checked="" type="checkbox"/> At the contractor's location with two five-day meetings in UNDP HQ in New York <input type="checkbox"/> At Contractor's Location																			
Expected duration of work	3 months																			
Target start date	2 January 2020																			
Latest completion date	31 March 2020																			
Travels Expected	<table border="1"> <thead> <tr> <th>Destination/s</th> <th>Estimated Duration</th> <th>Brief Description of Purpose of the Travel</th> <th>Target Date/s</th> </tr> </thead> <tbody> <tr> <td>New York, USA</td> <td>5 days missions in NY</td> <td>Consultations with UNDP and key stakeholders</td> <td>Jan 2020</td> </tr> <tr> <td>New York, USA</td> <td>5 days missions in NY</td> <td>Consultations with UNDP and key stakeholders</td> <td>Feb 2020</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s	New York, USA	5 days missions in NY	Consultations with UNDP and key stakeholders	Jan 2020	New York, USA	5 days missions in NY	Consultations with UNDP and key stakeholders	Feb 2020				
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Special Security Requirements	N/A																			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	N/A																			
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required																			
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required																			
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars																			
Value Added Tax on Price Proposal	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes																			
Validity Period of Proposals (Counting for the	<input checked="" type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input type="checkbox"/> 120 days																			

<i>last day of submission of quotes)</i>	In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Payment will be made upon submission of final deliverables and a certificate of payment request, indicating outputs delivered to be verified and cleared for payment by the Management Specialist, Enterprise Risk Management (Bureau for Management Services).
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Management Specialist, Enterprise Risk Management
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm (Form 1) <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan (Form 2) <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel (Form 3) <p><u>Financial Proposal (30%) (Form 4)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP. The following formula will be used to evaluate financial proposal: $p = y (\mu/z)$, where: p=points for the financial proposal being evaluated; y=maximum number of points for the financial proposal; μ=price of the lowest priced proposal; z = price of the proposal being evaluated.</p> <p>Recommended Presentation of Proposal</p> <ul style="list-style-type: none"> - Company Background, Past project of similar work (Form 1) - Methodology/Approach including detail Timeline (Form 2)

	<ul style="list-style-type: none"> - Proposed Team member(s) and resumes (Form 3) - Price/Quotation in a separate file (Form 4) <p><i>Prove documents indicating that the proposer meets each and every one of the qualification requirements stipulated in item I of the ToR.</i></p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP
Contract General Terms and Conditions ²	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR (Annex 1)
Contact Person for Inquiries (Written inquiries only) ³	<p><i>Maria Weber</i> <i>Central Procurement Unit</i> cpu.bids@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other Information [pls. specify]	

² Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

³ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

TECHNICAL EVALUATION CRITERIA

Mandatory requirements		PASS/FAIL
1.	Full acceptance of UNDP General Terms and Conditions	
2.	Company with at least 5 years of experience in providing advisory services	
3.	Master's Degree in Business Administration, Financial Management, Public Sector Management or any other relevant field	
4.	Key staff should have a minimum of 7 years of relevant experience	

Summary of Technical Proposal Evaluation Forms		Points obtainable
1.	Expertise of the Firm	10
2.	Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan	30
3.	Management Structure and Qualification of Key Personnel	30
	Total	70

Technical Proposal Evaluation - Form 1		Points Obtainable
Expertise of the Firm/Organizations		
1.1	<ul style="list-style-type: none"> - Proven ability of the firm in providing advisory services - Extent to which any work would be subcontracted - Quality assurance procedures, warranty, and risk management - Specialized knowledge in advisory services in risk management; - Experience in similar program/projects such as developing risk appetite statement; - Experience in data analysis (qualitative, quantitative); - Quality of similar projects. 	10
Total 1		10

Technical Proposal Evaluation - Form 2		Points Obtainable
Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan		
2.1	<ul style="list-style-type: none"> - Solid and feasible method on how it will address/deliver the demands of the RFP (10); - Sound data collection method through primary and secondary sources (10); - Clarity of structure (10). 	30
Total 2		30

Technical Proposal Evaluation - Form 3		Points Obtainable
Management Structure and Qualification of Key Personnel*		
3.1	Team Member(s) <ul style="list-style-type: none"> - Experience providing management advisory services (15) - Experience in international development or working with the UN would be an asset but not mandatory (15). 	30
Total 3		30

* For evaluation purposes, if more than one CV is provided for a particular personnel type, the average score of CVs will be used.

ANNEX I

Terms of Reference (TOR)

Location:	At the Service Provider's location, with trip to New York
Job ID/Title:	Risk Management Consultancy Services – Development of Risk Appetite Statement
Type of Contract:	International Consultancy Services
Languages Required:	English
Starting Date:	Work to be completed by 31 March 2020
Duration of Contract:	Professional Contract of Services

a) Background:

UNDP's 2018-2021 Strategic Plan sets an organisation-wide objective to be *“more nimble, innovative and enterprising – a thought leader that succeeds in taking and managing risks”*. This is a bold commitment demanding a new way of working. It underscores the importance of proactively managing risk and strengthening resilience to future crises as a key element of UNDP performance and support to countries.

The current Enterprise Risk Management (ERM) Policy, which is aligned to ISO 31000 (2009), forms the institutional backbone of UNDP's approach to risk management. To ensure alignment with the updated ISO standards (2018), the new direction for UNDP envisioned in the Strategic Plan and Programme and Project Management reforms as well as the review of UNDP's Management Services and Business Processes, the ERM Policy was reviewed and updated in 2018. These changes are not simply about the introduction of revised policies and tools but lay the groundwork for a cultural shift in the organisation.

The updated ERM Policy is an opportunity to renew the organisation's commitment to risk management. Previous evaluations and audits show that risk management within UNDP needs to be strengthened to shift the organisation to effective risk management rather than risk aversion. Please visit info.undp.org/erm for more information.

b) Specific Objectives

The objective of this TOR is to identify a firm that will support the development of a Risk Appetite Statement (RAS) for UNDP. The **RAS** will express the maximum amount and type of risk that UNDP is willing to accept in order to achieve **its mandate and strategic objectives**. The RAS will not only provide a baseline for risk-tolerance for all UNDP Country Offices around the globe but also inform its stakeholders, donors, partners, and general public about the maximum level of risks the organisation is willing to accept and how UNDP intends to address different risks to meet its plans, based on comprehensive evaluation possible threats and opportunities, to meet its plans. The RAS will be developed through a consultative process.

c) Scope of Service

The successful Service Provider will deliver a fully consulted and validated Risk Appetite Statement (RAS) that is aligned with UNDP's policies and guidelines. The RAS should be:

- Based on an iterative and consultative process
- Clear and measurable in defining the levels and types of risks UNDP is willing to pursue

- Flexible and adaptable to accommodate strategic and operational changes
- Integrated and aligned with wider ERM and internal control frameworks
- Has clear operationalisation plan at the cascading levels within the organisation, from the corporate to the field levels.

d) Approach and Methodology

The RAS will be developed through a consultative and evidence-based approach. This will include:

- Desk review of relevant documents and data (UNDP Strategic Plan, Enterprise Risk Management Policy and guidance, Internal Control Framework, Financial Rules and Regulations, Anti-Fraud Policy, Programme and Operations Policies, example Project Documents, Corporate Planning System Risk Register, Projects Risk Register, relevant Evaluation and Audit Reports, UN High-Level Committee for Management RAS Guidelines, etc.).
- Remote and in-person discussions and interviews with key UNDP staff at headquarters and the field level, and key external stakeholders;
- Iterative and consultative approach to drafting the RAS and related communication materials;
- Desk review and interviews to build on the lessons and examples of RAS from other relevant organisations, including within the UN system and private sector (the RAS of approximately 5 other relevant organisations to be explored as a basis for learning); Regular debriefings and discussions with the UNDP management team leading the process.

As part of the applications for this assignment, interested Service Providers are asked to propose a detailed approach and methodology for completing the services outlined in this Terms of Reference. A final detailed methodology, design and timeline will then be developed by the selected Service Provider as the first deliverable.

e) Deliverables and schedules/expected outputs:

1. **Design methodology and parameters:** Based on original proposal and spells out the purpose, benefits, readiness, stakeholders, and critical success factors to be considered at the outset; mapping of key risks for the organisation tied to objectives; proposed approach, structure, and work plan for the RAS.
2. **Risk Appetite Statement:** Investigates the key design questions, will be developed in an iterative and consultative manner. At a minimum a draft and final draft will be delivered.
3. **Guidance for Operationalising the Risk Appetite Statement:** Proposes communications of the approved statement, and how to pragmatically apply it in practice (escalation procedures, exceptions and responsibilities).

Deliverables/ Outputs	Location	Estimated Timeline
1) <u>Final design methodology and parameters:</u> Based on the original proposal, further consultations with key UNDP stakeholders and a desk review, present the RAS design methodology and parameters including purpose, benefits, readiness, stakeholder analysis, critical success factors to be considered at the outset, high-level mapping of key risks for the organisation, approach, structure, and work plan for the RAS.	Service Provider's Location and NY	By end of 1st month of contract

<p>2) First draft of the Risk Appetite Statement: Developed in an iterative and consultative manner, consistent with the agreed approach (Deliverable 1). RAS will include at a minimum the following sections:</p> <ul style="list-style-type: none"> • Preamble • Definitions and explanation of the RAS • Explanation of the Structure of the RAS • Details and guidance for the operationalisation of the risk appetite at various levels within the organisation, from the corporate to the field levels • Main body of RAS 	Service Provider's Location and NY	By end of 2nd month of contract
<p>3) Final draft of the Risk Appetite Statement: Consultations on the first draft will be conducted to inform the preparation of a final draft. This may entail a few rounds of revisions to ensure all feedback is adequately addressed. Service Provider to also provide a summary of consultations including feedback received and how they were addressed, and a PowerPoint Presentation with key messages for UNDP to present to Executive Group and subsequently the Executive Board.</p>	Service Provider's Location	By end of 3rd month of contract

f) Governance and Accountability

- During the progress of the work the Service Provider will report to the Management Specialist, Enterprise Risk Management (Bureau for Management Services). The Service Provider will also work closely with the Policy Specialist, Social and Environmental Standards (Bureau for Policy and Programme Support).
- During the time of the consultancy, the UNDP focal person will require meetings at an agreed frequency to keep pace with the defined timeline. Such meetings will be scheduled on both party's agreement at the very outset. Ideally weekly discussions on progress during the contract.
- All queries and communications be routed to the focal person.
- The Service Provider agrees to report on progress and completions based on UNDP defined format(s).
- Service Provider is requested to attach their proposed Service Level Agreement (SLA) as part of the RFP response.

g) Facilities to be provided by UNDP

- UNDP will provide necessary access to required documents and internal resources.
- UNDP will support stakeholders' consultations and meetings if needed.

h) Duration of Work

The work is estimated to be completed by 31 March 2020.

i) Location of the Work

At the Service Provider's location with possible travel to UNDP HQs in NY, USA.

j) Requirements for Qualifications for Service Provider

- Company with at least 5 years of experience in providing advisory services.
- Demonstrated company experience and sound reputation in developing complex risk advisory services;
- Identified key team member(s) with at least a Master's degree in Business Administration or other related field and 7 years of relevant work experience;
- Experience with the UN and the international development sector would be an asset;

Submission requirements:

All Service Providers are therefore required to submit the following in their proposals:

k) Expertise of Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following, and providing relevant documents/evidences (where necessary):

- a) Profile – describing the nature of business, relevant qualification/experience of the company and the team, their capabilities, qualifications, field of expertise, licenses, certifications, accreditations, and previous experience providing advisory services on complex risks analysis to international organisations, etc.;
- b) List of the functions they will be involved and the duties that will be performed by each function with the delivery timeline.
- c) Proven records, that the company developed similar Risk Appetite Statement to the level required as described in the TOR.
- d) Experience in data analysis (qualitative, quantitative).
- e) Copies or link of sample risk analysis provided by the company, for quality control purposes and to better understand the capabilities of the service provider;
- f) Business Licenses – Registration Papers, Tax Payment Certification, etc.;
- g) Latest 3 Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;
- h) Track Record – of risk advisory services, list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;
- i) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.;
- j) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

l) Proposed Methodology for Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the conditions and context of the work.

Service Provider must be fully aware that the products or services that UNDP requires may be transferred, immediately or eventually, by UNDP to the Government partners, or to an entity nominated by the latter, in accordance with UNDP's policies and procedures.

m) Qualifications of key personnel

The Service Provider must provide names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting team. CVs demonstrating qualifications must be submitted; and written confirmation from each personnel that they are available for the entire duration of the contract.

n) Price and Schedule of Payments

- Financial proposals must be all inclusive and must be expressed with a breakdown of costs. The term ‘all inclusive’ implies that all costs (professional fees, communications, utilities, consumables, insurance, travel, etc.) that could possibly be incurred by the Service Provider are already factored into the final amounts submitted in the proposal.
- Travel related expenses must include tickets, lodging and terminal expenses. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class he/she should do so using their own resource
- Payment will be made upon submission of final deliverables and a certificate of payment request, indicating outputs delivered to be verified and cleared for payment by the Management Specialist, Enterprise Risk Management (Bureau for Management Services).

Annex 2

TEMPLATES FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁴

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁵)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

FORM 1: Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

FORM 2: Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

⁴ This serves as a guide to the Service Provider in preparing the Proposal.

⁵ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

FORM 3: Qualifications of Key Personnel

The Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

FORM 4: Financial Proposal (to be submitted in a separate file)**Table 1: Schedule of Payment per Deliverable***

	Deliverables <i>[list them as referred to in the RFP]</i>	% of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Final design methodology and parameters: Based on the original proposal, further consultations with key UNDP stakeholders and a desk review, present the RAS design methodology and parameters including purpose, benefits, readiness, stakeholder analysis, critical success factors to be considered at the outset, high-level mapping of key risks for the organisation, approach, structure, and work plan for the RAS.	10	
2	First draft of the Risk Appetite Statement: Developed in an iterative and consultative manner, consistent with the agreed approach (Deliverable 1). RAS will include at a minimum the following sections: <ul style="list-style-type: none"> • Preamble • Definitions and explanation of the RAS • Explanation of the Structure of the RAS • Details and guidance for the operationalisation of the risk appetite • Main body of RAS 	40	
3	Final draft of the Risk Appetite Statement: Consultations on the first draft will be conducted to inform the preparation of a final draft. This may entail a few rounds of revisions to ensure all feedback is adequately addressed. Service Provider to also provide a summary of consultations including feedback received and how they were addressed, and a PowerPoint Presentation with key messages for UNDP to present to Executive Group and subsequently the Executive Board.	50	
Total all-inclusive offer		100%	

**This shall be the basis of the payment tranches*

Table 2: Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Unit price	Quantity (day/hr)	Total cost
I. Personnel Services			
a. Expertise 1			
b. Expertise 2			
c. Other expenses			
II. Out of Pocket Expenses			
1. Travel Costs			
2. Daily Allowance			
3. Communications			
4. Reproduction			
5. Equipment Lease			
6. Others			
III. Other Related Costs			
Total all-inclusive offer			

*[Name and Signature of the Service Provider's Authorized Person], [Designation]
[Date]*