



REQUEST FOR PROPOSAL (RFP)

Horizon scanning study for future professional certifications, UNDP OHR)

TO INTERESTED VENDORS/COMPANIES	DATE: July 8, 2020
	REFERENCE: UNDP-OHR-RFP-008

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Horizon scanning study for future professional certifications, UNDP OHR**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **31 July 2020** email, at 3:00 PM New York EST through the e-tendering portal.

Your Proposal must be expressed in **English** and be valid for a minimum period of **90 days**.

Proposals must be submitted on or before the deadline indicated by UNDP in the eTendering system. Bids must be submitted in the online eTendering system in the following link: <https://etendering.partneragencies.org> using your username and password. If you have not registered in the system before, you can register now by logging in using the below credentials and follow the registration steps as specified in the system user guide.

Username: event.guest

Password: why2change

Your Proposal must be expressed in **English** language and valid for a minimum period of **90 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:

<https://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html>

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: https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ali Tahsin Jumah
Chief

Central Procurement Unit, New York
United Nations Development Programme
09-Jul-2020

Annex 1

Description of Requirements

Context of the Requirement	<p>Through UNDP's People for 2030 Strategy, the Office of Human Resources of UNDP aims to be at the leading edge of HR in the international development sector by developing high quality and innovative human resources solutions and driving transformation across UNDP.</p> <p>In alignment with the People for 2030 and People Development 2020 Strategy, UNDP is committed to provide improved opportunities for, and better targeting of, learning and development initiatives so that staff can reach their full potential and increase organizational capability and effectiveness.</p> <p>As all professional fields are changing at an ever-increasing rate, there is a gap in knowledge between the foundation provided by formal education and the technical competencies required in today's business environment. Professional certifications can bridge this gap. Certifications provide a professional approach, through an external accreditation body, to ensure employees have the knowledge and skills needed to perform their functions, today and tomorrow.</p> <p>In this regard, the Office of Human Resources' Talent Development Unit is looking for an external vendor to conduct a bold future horizon scanning study on the skills and capabilities required tomorrow and related professional certifications /and or learning programmes that will support business needs, increased organizational performance and optimized employee experience.</p>
Brief Description of the Required Services ¹	<p>A research study, through horizon scanning or similar research approach, for detecting early signs of potentially important developments through a systematic examination of potential threats and opportunities, with emphasis on new technology and its effects on the issue at hand. The study should also explore novel and unexpected approaches to professional certifications as well as persistent problems and trends, including matters at the margins of current thinking that challenge past assumptions.</p>
List and Description of Expected Outputs to be Delivered	<p>UNDP/UN Horizon Scan: Business needs, workforce projections, required capabilities, skills and competencies to support accelerating the 2030 agenda.</p> <p>External Horizon Scan: Future of professional certifications (trends in the industry and relevance of certifications, exploration of global trends of future of work in functional areas such as Finance, Human Resources, Procurement, Project Management and IT and beyond; impact of AI, digital transformation, work automatization, transformation of labor market, demographic shifts in labor market, demand for agile programme and operations management. Exploration</p>

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.

	of benchmark companies, such as Fortune 500 companies but also start-ups, governments and public sector organizations.
Person to Supervise the Work/Performance of the Service Provider	<i>Iina Paarma, HR Manager – Capability Development, United Nations Development Programme</i>
Frequency of Reporting	Once a week with a full update on progress and status of project plan every month.
Progress Reporting Requirements	The vendor is expected to maintain weekly communication with the contract technical manager. Several reports will be requested throughout the contract validity.
Location of work	<input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	3 months from contract's signature
Target start date	1 September 2020 (projected date)
Latest completion date	30 November 2020 (projected date)
Travels Expected	No travel is projected.
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 <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input type="checkbox"/> Local Currency

Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes																	
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days 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 <input type="checkbox"/> Permitted																	
Payment Terms ³	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Approval of project plan including research approach and rationale</td> <td>20%</td> <td>15 Sep 2020,</td> <td rowspan="3"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider. </td> </tr> <tr> <td>Approval of progress report as per expected outputs a-e indicated in TOR</td> <td>40%</td> <td>15 Oct 2020</td> </tr> <tr> <td>Approval of final report and presentation</td> <td>40%</td> <td>15 Nov 2020, final adjustments before end of contract date by: 30 Nov 2020</td> </tr> </tbody> </table>				Outputs	Percentage	Timing	Condition for Payment Release	Approval of project plan including research approach and rationale	20%	15 Sep 2020,	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	Approval of progress report as per expected outputs a-e indicated in TOR	40%	15 Oct 2020	Approval of final report and presentation	40%	15 Nov 2020, final adjustments before end of contract date by: 30 Nov 2020
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Approval of final report and presentation	40%	15 Nov 2020, final adjustments before end of contract date by: 30 Nov 2020																
Person(s) to review/inspect/ approve outputs/complete d services and	<i>Iina Paarma, HR Manager – Capability Development, United Nations Development Programme</i>																	

authorize the disbursement of payment	
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <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>Bids that comply with the minimum technical requirements listed in the Terms of Reference will be further evaluated during a desk review based on the following technical evaluation criteria:</p> <p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm, supported by documentation of similar projects delivered in the past 30% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30% <input checked="" type="checkbox"/> UNDP will conduct reference checks. Please provide 3 references of clients for which you delivered similar services. <p>Proposals that obtain at least 70% of the total of points obtainable during the technical evaluation/ desk review, will be considered for financial evaluation:</p> <p><u>Financial Proposal (30%)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) <input type="checkbox"/> Other Type/s of Contract
Contract General Terms and Conditions ⁴	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minim contracts (services only, less than \$50,000)

⁴ 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.

	<p>Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
Annexes to this RFP	<p><input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2)</p> <p><input checked="" type="checkbox"/> Detailed TOR</p> <p><input type="checkbox"/> Others <i>[pls. specify]</i></p>
Contact Person for Inquiries (Written inquiries only) ⁵	<p><i>Ugyen Wangmo</i> <i>Procurement Associate</i> <i>cpu.bids@undp.org</i></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>
eTendering submission	<p><i>Electronic submission through eTendering shall be governed as follows:</i></p> <ul style="list-style-type: none"> - <i>Electronic files that form part of the proposal must be in PDF format;</i> - <i>The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</i> - <i>The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</i> - <i>Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: eTendering guide</i>

⁵ 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**TECHNICAL EVALUATION CRITERIA****Summary**

Mandatory requirements		PASS/FAIL
1.	The company should be a legally registered entity and must present at least 3 years of experience in the fields of Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability Development, or has carried out at least 3 similar projects during the last 2 years.	
2.	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	
3.	The team consists of a maximum of 4 team members, including the Team Leader.	
4.	Educational requirements: <ul style="list-style-type: none"> a. The team leader and team members will hold, at least a master's degree, preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar. b. Certifications related to any of the above will be an advantage Professional requirements <ul style="list-style-type: none"> c. The team leader must present at least 7 years of experience leading a team to produce similar assignments. d. All other team members must present at least 2 years of relevant experience in the fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability e. Universities are encouraged to apply. PhD students would be an asset for this project. 	
4.	Completeness of Proposal without material deficiencies in submission documents	
5.	Acceptance of UNDP General Terms and Conditions	

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of the Firm/Service Provider	15
2.	Approach Methodology, Its Appropriateness to the Requirements and Timeliness of Execution	25

3.	Qualification of Key Personnel and skill sets	30
	Total	70

Technical Proposal Evaluation Form 1		Points Obtainable
Expertise of the Firm/Organizations		
	<ul style="list-style-type: none"> - The company should be a legally registered entity (5 points) - Company must present at least 3 years of experience in the fields of Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability Development, or has carried out at least 3 similar projects during the last 2 years (10 points) 	
Total 1		15

Technical Proposal Evaluation Form 2		Points Obtainable
Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan		
	<ul style="list-style-type: none"> - Understanding of the requirements in respect to the important aspects and completeness of the envisaged task (10 points). - Approach and methodology for meeting or exceeding the requirements in the Terms of Reference and how it will deliver the outputs (10 points). - Time plan and reporting (5 points). 	
Total 2		25

Technical Proposal Evaluation Form 3		Points Obtainable
Management Structure and Qualification of Key Personnel		
3.1	Team Member(s)	
	<p>The team will consist of a maximum of 4 team members, including the Team Leader</p> <p>Team Lead (15 points)</p> <ul style="list-style-type: none"> - At least Master's degree, preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar. - Must present at least 7 years of experience leading a team to produce similar assignments. - Any related certifications. <p>Other members (15 points):</p>	

	<ul style="list-style-type: none"> a. Hold at least a master's degree, preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar. b. Certifications related to any of the above will be an advantage c. At least 2 years of relevant experience in the fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability Development, or similar. 	
	Total 3	30

Summary

Mandatory requirements		PASS/FAIL
1.	The company should be a legally registered entity and must present at least 3 years of experience in the fields of Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability Development, or has carried out at least 3 similar projects during the last 2 years	
2.	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	
3.	The team consist of a maximum of 4 team members, including the Team Leader.	
4.	<p>Educational requirements:</p> <ul style="list-style-type: none"> f. The team leader and team members will hold, at least a master's degree, preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar. g. Certifications related to any of the above will be an advantage <p>Professional requirements</p> <ul style="list-style-type: none"> h. The team leader must present at least 7 years of experience leading a team to produce similar assignments. i. All other team members must present at least 2 years of relevant experience in the fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability j. Universities are encouraged to apply. PhD student would be an asset for this project. 	
4.	Completeness of Proposal without material deficiencies in submission documents	
5.	Acceptance of UNDP General Terms and Conditions	

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of the Firm/Service Provider	15
2.	Approach Methodology, Its Appropriateness to the Requirements and Timeliness of Execution	25
3.	Qualification of Key Personnel and skill sets	30
	Total	70

Technical Proposal Evaluation Form 1		Points Obtainable
Expertise of the Firm/Organizations		
	<ul style="list-style-type: none"> - The company should be a legally registered entity (5 points) - Company must present at least 3 years of experience in the fields of Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability Development, or has carried out at least 3 similar projects during the last 2 years (10 points) 	
Total 1		15

Technical Proposal Evaluation Form 2		Points Obtainable
Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan		
	<ul style="list-style-type: none"> - Understanding of the requirements in respect to the important aspects and completeness of the envisaged task (10 points). - Approach and methodology for meeting or exceeding the requirements in the Terms of Reference and how it will deliver the outputs (10 points). - Time plan and reporting (5 points). 	
Total 2		25

Technical Proposal Evaluation Form 3		Points Obtainable
Management Structure and Qualification of Key Personnel		
3.1	Team Member(s)	
	The team will consist of a maximum of 4 team members, including the Team Leader	

	<p>Team Lead (15 points)</p> <ul style="list-style-type: none"> - At least Master's degree preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar. - Must present at least 7 years of experience leading a team to produce similar assignments. - Any related certifications. <p>Other members (15 points):</p> <ul style="list-style-type: none"> d. Hold At least a master's degree, preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar. e. Certifications related to any of the above will be an advantage f. at least 2 years of relevant experience in the fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability 	
	Total 3	30

Annex II

Terms of Reference:

Horizon scanning study for future professional certifications

- **Project Title**

Horizon Scanning Study on the relevant professional certifications, practices and requirements in the future of work.

- **Background and project objective**

UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). With presence in 170 countries and territories, UNDP endeavors to help countries develop strong policies, skills, partnerships and institutions so they can sustain their progress. UNDP staff are united by a common purpose: to help countries and communities across the world pursue peaceful, prosperous lives, lived in harmony with the planet.

Drawing on the diversity of UNDP's client needs and partnerships, the Office of Human Resources (OHR) is the hub for the global HR function for UNDP, providing strategy, policy setting, guidance and oversight. In addition, OHR provides a broad range of HR advisory and talent management services enabling UNDP to deliver fully integrated development solutions at corporate level. In this context, OHR is focused on the implementation of an ambitious and forward-looking three-year strategy, People for 2030, which will progressively transform UNDP's culture and enable its workforce capacity to deliver more and better results.

Through People for 2030, OHR aims to be at the leading edge of HR in the international development sector by developing high quality and innovative human resources solutions and driving transformation across UNDP.

In alignment with the People for 2030 and People Development 2020 Strategy, UNDP is committed to provide improved opportunities for, and better targeting of, learning and development initiatives so that staff can reach their full potential and increase organizational capability and effectiveness.

As all professional fields are changing at an ever-increasing rate, there is a gap in knowledge between the foundation provided by formal education and the technical competencies required in today's business environment. Professional certifications can bridge this gap. Certifications provide a professional approach, through an external accreditation body, to ensure employees have the knowledge and skills needed to perform their functions, today and tomorrow.

In this regard, the Office of Human Resources' Talent Development Unit is looking for an external vendor to conduct a bold future horizon scanning study on the skills and capabilities required tomorrow and related professional certifications /and or learning programmes that will support business needs, increased organizational performance and optimized employee experience.

- **Scope of work**

A research study, through horizon scanning or similar research approach, for detecting early signs of potentially important developments through a systematic examination of potential threats and opportunities, with emphasis on new technology and its effects on the issue at hand. The study should also explore novel and unexpected approach to professional certifications as well as persistent problems and trends, including matters at the margins of current thinking that challenge past assumptions.

The study is expected to consist of, but not limited to:

- **UNDP/UN Horizon Scan:** Business needs, workforce projections, required capabilities, skills and competencies to support accelerating the 2030 agenda.
- **External Horizon Scan:** Future of professional certifications (trends in the industry and relevance of certifications, exploration of global trends of future of work in Finance, Human Resources, Procurement, Project Management and IT; impact of AI, digital transformation, work automatization, transformation of labour market, demographic shifts in labour market, demand for agile programme and operations management. Exploration of benchmark companies, such as Fortune 500 companies but also start-ups, governments and public sector organizations.

The study is expected to seek answers to the following questions:

- ✓ What is the current and projected future industry standard/benchmark for certifications, both in the private and public sectors?
- ✓ For what purpose and target audience are future professional certifications needed?
- ✓ What is the current Return on Investment of certifications and projected future ROIs?
- ✓ What providers/institutions offer such certifications?
- ✓ In projecting UNDP's future of work in (IT, Finance, HR, Procurement and Project Management) the next 3-5 / 5-7 years, how are certification programmes expected to support business needs?
- ✓ What new areas of work do we anticipate that would require certification?

- **Expected Outputs**

A comprehensive report, summarising key findings, reasoning, considerations, options, cost estimations and recommendations with following components:

- a. Research approach and rationale
- b. Business case for optimal mix and comparison of future offering for professional certifications in respective domains with clearly defined objectives linked to UNDP's strategic intent, operational context, and workforce projections
- c. Cost implications and expected benefits
- d. Recommended approach for on-going re-evaluation of the portfolio to ensure delivery of timely and coherent capability and value for money, with built-in flexibility to adjust according to changing needs.
- e. Anticipated ROI based on recommendations and effects of a "no-go decision"
- f. Presentation to UNDP's People Development Governance Group of Report on findings / study, if required.

Institutional Arrangement:

- a) The contractor will report to the Capability Development HR manager of the Talent Development Unit from Office of Human Resources on progress made with the study and provide updates on status of project plan.
- b) The contractor will be required to report to the Capability Development Manager at least once a week with a full update on progress and status of project plan every month.
- c) The contractor will identify institutions/organizations/individuals with whom the contractor finds suitable for the study to liaise/interact/collaborate/meet with in the course of performing the work (e.g., internal stakeholders, other agencies, project co-implementors, donors, communities, local government units, private/public sector industries, etc.)
- d) The final report will be submitted to the Chief of Talent Development Unit, Office of Human Resources. The contractor might be required to present the report to the People Development Governance Group and other senior management officials. When submitting draft report, the final approval will be with the chief of Talent Development Unit.
- e) UNDP will support the contractor with provision of relevant internal information needed to conduct the study on e.g. workforce demographics, current certification programmes, analysis and evaluation reports.

Duration of work:

- a. The contractor will be required to work a total of 3 months to complete the work
- b. The target date of commencement of the work will be **1 September 2020** and expected completion date of **30 November 2020**.

Duty station

- The contractor will be required to work remotely and provide feedback to the manager of the project at least once a week and should inform the manager if any delays are foreseen.

Qualification of Successful Contractor

We are looking for an external vendor with solid experience providing research services for global clients on areas such as future scoping, agile scenario planning, innovation, professional capability building, organisational design, data analysis and research/development.

Note: proposals that do not comply with the below listed minimum technical requirements, may be directly disqualified.

Company

- a. The company should be a legally registered entity and must present at least 3 years of experience in the fields of Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability

Development, or has carried out at least 3 similar projects during the last 2 years.

- b. Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.

Team

The team will consist of a maximum of 4 team members, including the Team Leader.

Important note: the proposed team structure of a maximum of 4 members including the Team Leader should be respected. If the proposed team structure does not meet this requirement, the proposal may be directly disqualified. The proposal should contain one CV per proposed team member.

The team leader and team members must comply with the following educational and professional requirements:

Educational requirements:

- g. **The team leader and team members will hold, at least a master's degree, preferably PhD in fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital Development, Capability Development, or similar.**
- h. **Certifications related to any of the above will be an advantage**

Professional requirements

- i. **The team leader must present at least 7 years of experience leading a team to produce similar assignments.**
- j. **All other team members must present at least 2 years of relevant experience in the fields relevant for Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability**
- k. Universities are encouraged to apply. PhD student would be an asset for this project.

Scope of Bid price and Schedule of Payments

- a. Contract price is a fixed output-based price regardless of extension of the herein specific duration
- b. The Proposer is asked to propose an all-inclusive lump sum for the contract (professional fee, inclusive of any costs related to equipment needed and communication costs) travel
- c. Key outputs/milestone activities for which payments will be made:

Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
Deliverable 1. Approval of project plan, including research approach and rationale	20	
Deliverable 2. Approval of progress report as per expected outputs above	40	
Deliverable 3. Approval of final report and/or presentation	40	
Total	100%	

ANNEX III

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁶

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁷)

[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:

A. 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.*
- g) *The company should be a legally registered entity and must present at least 3 years of experience in the fields of Future of Work, Horizon scanning, Workforce Planning, Human Capital, Capability Development, OR has carried out at least 3 similar projects during the last 2 years*

B. 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

⁶ This serves as a guide to the Service Provider in preparing the Proposal.

⁷ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

appropriate to the local conditions and context of the work.

C. 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 and 3 members, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

(This form should be submitted as a separate file and be password protected)

Form 4: Financial proposal

- 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 Project Management Team.

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1. Approval of project plan, including research approach and rationale	20%	
2	Deliverable 2. Approval of progress report as per expected outputs above	40%	
3	Deliverable 3. Approval of final report and/or presentation	40%	
	Total	100%	

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

Table 2: Cost Breakdown by Cost Component:

Description of Activity	Unit of Measure	Unit price	Quantity	Total cost
I. Personnel Services				

a. Team Lead	Day			
b. Specialist 1	Day			
c. Specialist 2	Day			
d. Specialist 3	Day			
II. Out of Pocket Expenses (e.g)				
1. Travel Costs (tickets)	Trip			
2. Daily Allowance	Day			
III. Other Related Costs (please specify)				
Total all-inclusive offer				

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

[Designation]

[Date]