

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

TO INTERESTED VENDORS/COMPANIES		DATE: September 16, 2020
		REFERENCE: UNDP-RFP-OHR-2020-011

Dear Sir / Madam:

We kindly request you to submit your Proposal for **UNDP Review and Design of Onboarding Programme.**

Please be guided by the forms attached hereto as Form A and Form B, in preparing your Proposal.

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 the English 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:

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,

Ali Tahsin Jumah
Chief
Central Procurement Unit, New York
United Nations Development Programme





Annex 1

Description of Requirements

Context of the Requirement	One of the key focus areas of UNDP's People Strategy (People for 2030) is to attract, select and retain top talent for jobs with UNDP. It calls for investment in IT solutions for outreach, application and onboarding processes in order to improve the candidate experience, to ensure that top talent is attracted to jobs at UNDP and see their selection and onboarding as part of an unparalleled career experience.
Brief Description of the Required Services ¹	There is a clear business case for an integrated and strategic approach to onboarding, a clear overview of roles and responsibilities of different stakeholders in the process, as well as more seamlessly management of transition points between stakeholders. Furthermore, there is a need to review and design the onboarding process based on the employee experience, and to explore possibilities for leveraging digital solutions to enhance the efficiency of the process and the experience of the employee.
List and Description of Expected Outputs to be Delivered	Please refer to the deliverables listed in the Terms of Reference below.
Frequency of Reporting	At least once a week
Location of work	☑ At Contractor's Location
Expected duration of work	6 months
Target start date	15 November 2020
Travels Expected	N/A
Implementation Schedule indicating breakdown and timing of activities/sub- activities	☑ Required☐ Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	⊠ Required □ Not Required
Currency of Proposal	☑ United States Dollars☐ Euro

 $[\]overline{\ ^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.



	☐ Local Currency		
Value Added Tax	☐ must be inclusive of VAT and other applicable indirect taxes		
on Price Proposal ²			
Validity Period of Proposals	 □ 60 days ⋈ 90 days □ 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	☑ Not permitted		
Payment Terms	As per payment scheme reflected in the Terms of Reference.		
Criteria for Contract Award	☐ Lowest Price Quote among technically responsive offers ☐ Highest Combined Score (based on the 70% technical offer and 30% price weight		
	distribution) Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion 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	Proposals that comply with the minimum technical requirements will be evaluated based on the following desk review structure:		
•	Technical Proposal (70%)		
	 ☑ Expertise of the Firm, 20% ☑ Methodology: Appropriateness to the Condition and Timeliness of the requirement 40% ☑ Personnel, 40% 		
	Only proposals that obtain at least 70% of the total obtainable points will be considered for financial evaluation.		
	Financial Proposal (30%)		
	To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.		



UNDP will award the contract to:	☑ One and only one Service Provider
Type of Contract to be Signed	 □ Purchase Order ☑ Contract Face Sheet (Goods and-or Services) UNDP □ Other Type/s of Contract
Contract General Terms and Condi- tions ³	⊠ 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 ⁴	☑ Form for Submission of Proposal (Form A and B)☑ Detailed TOR in Annex 2
Contact Person for Inquiries (Written inquiries only) ⁵	Ignacio Inestal Fernandez Procurement Analyst (Bureau for Management Services) cpu.bids@undp.org 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.

³ 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.

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.



Annex 2 Terms of Reference UNDP Review and Design of Onboarding Programme

Background

UNDP is the UN Development Programme and works in some 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results. UNDP supports the 2030 Agenda for Sustainable Development and the 17 new Sustainable Development Goals (SDGs), as they help shape global sustainable development for the next 15 years.

UNDP is progressively transforming its capacity and capability to deliver better results for the Sustainable Development Goals and deliver on its <u>Strategic Plan for 2018-2021</u>. As part of this process in 2019 UNDP launched its new <u>People Strategy</u> as well as a its <u>Digital Strategy</u>.

The Digital Strategy sets the pathways for UNDP's digital transformation, including using digital technologies to improve the quality, relevance and impact of UNDP's work, while also improving the efficiency of its operational systems and internal processes. One of the objectives is to use digital to increase cost-effectiveness and efficiency in UNDP.

One of the key focus areas of UNDP's People Strategy (People for 2030) is to attract, select and retain top talent for jobs with UNDP. It calls for investment in IT solutions for outreach, application and onboarding processes in order to improve the candidate experience, to ensure that top talent is attracted to jobs at UNDP and see their selection and onboarding as part of an unparalleled career experience.

Context

In 2019 UNDP hired and onboarded 2,613 new employees, including 638 National Officer/General Service staff, 439 International Professional staff, and 1,536 Service Contract holders. In addition, the Organization reassigned/relocated 740 International Professional staff within the organization.

Several different units are involved into the onboarding process of new employees:

- The UNDP Global Shared Services Unit (GSSU) and individual hiring units are responsible for the administrative onboarding of new employees.
- The Office of Human Resources (OHR) Junior Professional Officer Service Centre (JPOSC) is responsible for implementing an onboarding programme for selected groups of young professionals, including administrative and organizational onboarding.
- The OHR Talent Acquisition and People Programmes (TAPP) unit is responsible for setting the UNDP policy and guidance on onboarding, as well as availability of corporate resources to support onboarding locally, by the individual hiring units.
- The OHR Talent Development Unit (TDU) is responsible for the development of corporate resources to support the orientation to the organization.



- The Occupational Safety, Health and Well-Being team is responsible for the pre-deployment briefings and similar programmes.
- The hiring unit/local country office is responsible for location/country specific onboarding, including settling-in and orientation to the country, job function and team.

Following completion of the recruitment process the central units GSSU and TAPP (located in Copenhagen) are often the first point of contact with the organization for new international staff, and local offices are the first point of contact for all local employees.

OHR/TDU has developed a corporate onboarding website (UNDP intranet only), which includes a series of modules to help business units to welcome/orient the new employee to the Organization, its mandate and culture. The site also includes an induction toolkit for new employees and an onboarding toolkit for managers. The site can be developed and leveraged further, including for new employee outreach push communications to relevant stakeholders.

With several stakeholders involved in the process and a high degree of decentralization, the onboarding experience of new employees can appear to be inconsistent and dependent on the individual managers, teams and entry/focal points who new employees interact with during the multiple stages of the onboarding process (recruitment/central administrative onboarding/arrival to duty station unit etc.).

There is currently no corporate onboarding strategy, policy/process or programme. The result has been lack of efficiency in onboarding, jeopardizing the productivity and experience of new employees and results in new employees and HR administrators/hiring units needlessly spending time and resources on managing emerging frustrations and queries.

Therefore, there is a clear business case for an integrated and strategic approach to onboarding, a clear overview of roles and responsibilities of different stakeholders in the process, as well as more seamlessly management of transition points between stakeholders. Furthermore, there is a need to review and design the onboarding process based on the employee experience, and to explore possibilities for leveraging digital solutions to enhance the efficiency of the process and the experience of the employee.

UNDP is currently rolling out Service Now as its digital platform for managing HR services and workflows as well as employee self-service, including the onboarding process. In addition, UNDP is planning to launch a new ATS (Applicant Tracking System), and a new ERP system (Oracle Cloud) later in 2020/early 2021.

Furthermore, in late 2019, UNDP developed an Employer Value Proposition (EVP), and has embarked on the development of an EVP Communication and Marketing Strategy. Its main objective is to increase the visibility of the employer brand of UNDP an employer of choice and to design communications strategies for targeting the right/specific talent groups.



Scope of work

In this context, the UNDP is looking for a vendor to deliver:

- 1) Mapping of the optimal onboarding journey in UNDP for new international and national staff (FTA and TA), service contract holders as well as existing staff reassigned/relocating to a new role, duty station or office. The on-boarding journey should cover administrative and professional categories of employees at entry-level, mid-level and senior-level.
- 2) Design of an onboarding process for both new employees as well as those existing staff who are reassigned to new roles, duty stations or offices.
- 3) Review of existing available onboarding resources (orientation and induction) and design of a virtual induction programme for new employees from pre-boarding to arrival in duty station/job function, including developing a differentiated package for incoming people managers.
- 4) Based on available resources, revision of guidelines for hiring units and people managers on onboarding of their employees.

The onboarding programme should cover the scope of the first three to six months of the employee experience from the time when the new employee receives the initial offer of interest/notification of selection.

It should include pre-boarding, administrative and organizational onboarding as well as induction and orientation to the duty station and job function, with a view to ensuring:

- Enhanced candidate/employee experience.
- Clear roles and responsibilities of key stakeholders engaged in the onboarding process.
- Mapping of important/vital communication flows including critical transaction points between stakeholders.
- Mapping of information and documentation needed at the different stages in the process.
- A seamless transfer from the recruitment stage to the onboarding stage (considering preboarding).
- A seamless transfer and anchor points from ending onboarding process to continued employee experience in the organization and business unit.

The onboarding programme should be aligned with the EVP (Employer Value Proposition), and the onboarding process should be integrated with the HR Service Now platform and its onboarding feature.



Outputs

The vendor will deliver the below four outputs:

Output No.1: Detailed map of pre- and onboarding journey, including administrative, organizational and functional onboarding for the following groups of employees:

- new international professional and national staff
- new service contracts holders
- Existing staff transferring into new roles and locations (reassignment)

Output No.2: Design of an optimal pre/onboarding journey and programme for the same categories of employees, including:

- A general journey for all new employees
- Additional elements for personnel transitioning to new roles
- Additional elements for people managers
- A distinct journey for senior managers (D1/2 and above)

Output No.3: Design of a virtual induction programme for target groups above (output 2), including a digital mobile solution for delivery/integration with HR Service Now. The virtual induction programme should be based on existing resources, including induction programmes already developed, lessons learned from previous efforts. It should include a component specifically targeting people managers.

Output No.4: Streamlined guidance for hiring managers and individual business units on onboarding/induction, including among others templates and tools for effective on-boarding of new employees.

Duration of work:

- a. The contractor will be required to work a total of 6 months to complete the work
- **b.** The target date of commencement of the work will be **15 November 2020** and expected completion date of **14 May 2021**.

Time frame

Due Date	Output No.
7 weeks from contract signing date	1. Detailed map of pre- and onboarding journey,
	including administrative, organizational and
	functional onboarding
Within 3 months from contract signature	2. Design of an optimal pre/onboarding journey and programme for the same categories of employees
Within 4 months from contract signature	3. Design of a virtual induction programme for target groups above (output 2), including a



	digital mobile solution for delivery/integration with HR Service Now
Within 5 months from contract signature. This would ensure that UNDP receives adequate time to provide feedback on the draft, and is able to propose adjustments, and then, for the Vendor to finalise the streamlined guidance before the due date given above.	4. Streamlined guidance for hiring managers and individual business units on onboarding/induction

c. The contracted would be required to present a work plan with key milestones within the completion date mentioned above.

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.

Minimum technical qualifications

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

Company requirements

- 5 years' experience in talent acquisition, including design and delivery of onboarding programmes, **required**.
- A proven track-record of delivering and supporting a minimum of 3 large global organizations with onboarding programmes and solutions during the past 5 years, required.
- Experience with Digital Learning Solutions including mobile/cloud-based applications, required.
- Experience with Recruitment, Learning and Development, **required**.
- Financial Stability: Audited financial statements for the firm's last three fiscal years must be submitted as part of the bid.
- 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 structure requirements

The team will consist of a **maximum of 3 team members**, including the Team Leader. UNDP expects the two other team members to be a Learning & Development Specialist and a Digital Solutions specialist.

Important note: the proposed team structure of a maximum of 3 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 and team leader.

The Team Leader and the two other team members must comply with the following educational and professional requirements:

Educational requirements

Team Leader:

- A completed university degree at bachelor's level or above in a relevant field, preferably in Business Administration, Learning & Development, Information and Communication Technology, or other related discipline, required.
- A certification in Business Process Mapping, **desired**.
- A certification in Project Management, **desired**.
- Fluency in English, required.

Team Member – (Profile: Learning & Development Specialist):

- A completed university degree at bachelor's level or above, preferably in Business Administration, Learning & Development, Information and Communication Technology, or other related discipline, required.
- Fluency in English, required.

Team Member – (Profile: Digital Solution Specialist):

- A completed university degree at bachelor's level or above, preferably in Information and Communication Technology, Learning & Development, or other related discipline, required.
- Fluency in English, required.

Professional requirements

Team Leader:

- A minimum of 7 years' relevant experience in Talent Acquisition, and/or Learning Development is **required**.
- A minimum 5 years of experience in designing and delivery of onboarding programmes to public and private institutions/organisations, **required**.



• Relevant experience in Business Process Mapping, required.

All other team members must present at least 3 years of aggregate relevant experience in the following areas:

- Talent acquisition and recruitment
- Onboarding
- Learning and Development
- Project Management & delivery
- Artificial intelligence and machine learning expertise
- Digital learning platforms and solutions
- Candidate and employee experience
- Social media and online networks

Methodology

The Service Provider must describe how it will address/deliver the demands of the request for proposal (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. The methodology should clearly detail how outputs from 1 to 4 will be achieved and delivered.

Service Provider must be fully aware that the 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.

Technical Evaluation Criteria

Bids that meet the minimum technical requirements above will be further evaluated through a desk review based on the following technical criteria:

1. Expertise of the Firm (20%, Max. 140 points):

- 1.1 Relevance of the past assignments carried out delivering onboarding projects. (A proven track-record of delivering and supporting a minimum of 3 large global organizations with onboarding programmes and solutions during the past 5 years must be included in the proposal). Max 80 points
- **1.2** Relevance of the experience in recruitment, learning and development including mobile/cloud-based applications. **Max. 60 points**



2. Methodology (40% Max. 280 points): Appropriateness to the Condition and Timeliness of the requirement

Bidders are asked to provide a detailed methodology reflecting how the expected deliverables will be accomplished.

- Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? Max. 70 points
- Details on how the different service elements shall be organized, controlled and delivered.
 Max. 70 points
- Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement. Max. 70 points
- Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic. Max. 70 points

3. Personnel (40% Max. 280 points)

Team Leader

- Relevance of the team leader's expertise in leading a team to design and deliver similar assignments including experience in Business Processes Mapping for public and/or private organizations. Max. 80 points.
- Any related certifications to the following fields: Business Process Mapping and/or Project Management. **Max. 60 points.**

Other team members

- Relevance of the previous professional experience in the fields of Talent acquisition and recruitment, Onboarding, Learning and Development, Artificial intelligence and machine learning expertise, Digital learning platforms and solutions and Candidate and employee experience. Max. 80 points.
- Relevance of the educational background of the proposed member/s with regards to the two differentiated team members profiles, ideally: learning and development and digital solutions specialist. Max. 60 points.



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) etc.
- c. Key outputs/milestone activities for which payments will be made:

Deliverables	Percentage of Total Price (Weight for payment)
Detailed map of pre- and onboarding journey, including administrative, organizational and functional onboarding	15 %
Design of an optimal pre/onboarding journey and programme for the same categories of employees	20 %
Design of a virtual induction programme for target groups above (output 2), including a digital mobile solution for delivery/integration with HR Service Now	25 %
Streamlined guidance for hiring managers and individual business units on onboarding/induction	40 %



FORM A

FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL 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** (a proven track-record of delivering and supporting a minimum of 3 large global organizations with onboarding programmes and solutions during the past 5 years REQUIRED);
- 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.

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



g) All required information to facilitate the screening of the company against the minimum technical requirements and technical evaluation criteria listed above.

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 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 be involved in the provision of this service to the UNDP.
- b) CVs demonstrating qualifications for each personnel member involved must be submitted;

TABLE: Offer to Comply with Other Conditions and Related Requirements

	Your Responses			
Other Information pertaining to our Quotation are as follows:	Yes, we will comply	No, we cannot comply	If you cannot comply, pls. indicate counter proposal	
Technical responsiveness/Full compliance to requirements (PLEASE SUBMIT A TECHNICAL PROPOSAL THE ADECUACY OF THE PROPOSED SERVICES WITH RESPECT TO ALL MINIMUM TECHNICAL REQUIREMENTS AND TECHNICAL EVALUATION CRITERIA)				
Validity of Quotation, 90 days				
The vendor is not being included in the UN Security Council 1267/1989 list, UN Procurement Division List or other UN Ineligibility List				
Full acceptance of the Contract General Terms and Conditions				

All other information that we have not provided automatically implies our full compliance with the requirements, terms and conditions of the RFP.

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



FORM B

FORM FOR SUBMITTING SUPPLIER'S FINANCIAL PROPOSAL

(This Form must be submitted only using the Supplier's Official Letterhead)

We, the undersigned, hereby accept in full the UNDP General Terms and Conditions, and hereby offer to supply the items listed below in **Table 1& 2** in conformity with the specification and requirements of UNDP as per RFP Reference: UNDP-RFP-OHR-2020-011

Table 1: Cost Breakdown per Deliverable*

	Deliverables [list them as referred to in the RFP]	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Deliverable 1.	15	
2	Deliverable 2.	20	
3	Deliverable 3.	25	
4.	Deliverable 4.	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. Team Member 1	Day			
c. Team Member 2	Day			
II. Out of Pocket Expenses (e.g)				
1. Travel Costs (tickets)	Trip	NA	NA	NA
2. Daily Allowance	Day	NA	NA	NA
Total all-inclusive offer				



Table 3: Allocation of resources per deliverable

	Hours of work per team member			
Deliverable	Team Lead	Team Member 1	Team Member 2	
Deliverable No 1.				
Deliverable No 2.				
Deliverable No 3.				
Deliverable No 4.				
USD TOTAL	\$	\$	\$	

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

<u>Note:</u> Please add new lines on the above quotation matrix if you have several options that you can offer. Please provide details on the differences.

[Name and Signature of the Supplier's Authorized Person] [Designation] & [Date]