



## REQUEST FOR PROPOSAL (RFP)

RFP Subject	DATE: 21-September-2020
	REFERENCE: Conduct SC Salary Survey for UNDP Afghanistan
	RFP Reference Number: UNDP/AFG/RFP/2020/0000007181

Dear Sir/Madam,

The United Nations Development Programme (UNDP) Afghanistan Country Office hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents:

- Letter of Invitation
- Annex 1 – Data Sheet
- Annex 2 - Terms of Reference
- Annex 3 - Forms for Submitting Service Provider's Technical Proposal
- Annex 4 – Financial Proposal Template
- Annex 5 – Proposal Submission Form
- E-tendering Instructions Manual for Bidders
- FAQ for Bidders

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](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Your offer, comprising of documents stated in this RFP, should be submitted to UNDP Afghanistan in accordance with the Annex 1 (Description of Requirements) through the **"UNDP ATLAS E-tendering system"** (<https://etendering.partneragencies.org>).

The step by step instructions for registration of bidders and proposal submission through the UNDP ATLAS E-tendering system is available in the **"Instructions Manual for the Bidders"**, attached with this RFP. Should you require any training on the UNDP ATLAS E-tendering system or face with any difficulties when registering your company or submitting your proposal, please send an email to the E-tendering helpdesk at [procurement.af@undp.org](mailto:procurement.af@undp.org) during office hours to request for help.

The proposers are advised to use Internet Explorer (Version 10 or above) to avoid any compatibility issues with the e-tendering system.

**No hard copy or email submissions shall be accepted by UNDP.**

Kindly go through this invitation letter and other documents attached here to this RFP. Should you have any questions or require any clarification, please feel free to email your questions/clarifications to the procurement officer at [procurement.af@undp.org](mailto:procurement.af@undp.org). or call +93728999764 The subject of the email should be **"UNDP/AFG/RFP/2020/0000007181 – Conduct SC Salary Survey for UNDP Afghanistan"**

UNDP looks forward to receiving your proposal and thanks you in advance for your interest in UNDP procurement opportunities.

Sincerely yours,

*Head of SCMO  
21-September-2020*

### Description of Requirements

Context of the Requirement	Conduct SC Salary Survey for UNDP Afghanistan
Implementing Partner of UNDP	UNDP Country Office Afghanistan
Brief Description of the Required Services	Please refer to Terms of Reference as Annex-2
List and Description of Expected Outputs to be Delivered	Please refer to Terms of Reference as Annex-2
Person to Supervise the Work/Performance of the Service Provider	Please refer to Terms of Reference as Annex-2
Frequency of Reporting	Please refer to Terms of Reference as Annex-2
Progress Reporting Requirements	Please refer to Terms of Reference as Annex-2
Location of work	Please refer to Terms of Reference as Annex-2
Expected duration of work	Eight (8) weeks
Target start date	1 <sup>st</sup> November 2020
Travels Expected	Not applicable
Special Security Requirements	The Service provider shall cover the cost associated with insurance of their personnel
Implementation Schedule indicating breakdown and timing of activities/sub-activities	Please refer to Terms of Reference as Annex-2
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required  Please refer to Terms of References as Annex-2
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars (US\$)
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> Must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals ( <i>Counting</i> )	<input checked="" type="checkbox"/> 120 days

<i>for the 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	100% upon completion of each deliverable and acceptance of such services by relevant UNDP authorities
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP Afghanistan
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 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	<input checked="" type="checkbox"/> Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively, where the minimum passing score of technical proposal is 70%  A. Preliminary requirements: Mandatory compliance required;  <b>Technical Evaluation (1000 points)</b> B. Eligibility and qualification of the service provider- points (300) C. Proposed Methodology for the completion of services – points (400) D. Qualification and experience of the key personnel. Points (300)  Refer to Annex 3 for full evaluation criteria
Post- Qualification Actions	If deemed necessary, UNDP may inquire and conduct reference checks with other previous clients on the quality of performance on ongoing or previous contracts completed.
UNDP will award the contract to:	<input checked="" type="checkbox"/> Only one Service Provider
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) - <a href="http://procurement-notice.undp.org/view_file.cfm?doc_id=138980">http://procurement-notice.undp.org/view_file.cfm?doc_id=138980</a>
Allowable Manner of Submitting Proposals	<input checked="" type="checkbox"/> Online bidding in E-Tendering module. Date and Time: As specified in the system (note that the time zone indicated in the system in New York Time zone).

	<p><b>PLEASE NOTE: -</b></p> <p>Date and time visible on the main screen of the event (on the E-Tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the E-Tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly to the system.</p> <p>Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist.</p> <p>Note: for registration please refer to E-tendering instruction manual and FAQ.</p>
Conditions and Procedures for electronic submission and opening, if allowed	<p>Online Bidding E-tendering Module.</p> <p><input checked="" type="checkbox"/> Official Address for e-submission: <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a></p> <p><input checked="" type="checkbox"/> Free from virus and corrupted files</p> <p><input checked="" type="checkbox"/> Format: PDF, Excel, Word</p> <p><input checked="" type="checkbox"/> Virus Scanning Software to be Used prior to transmission: Symantec/Norton/ESET NOD 32/ AVG/ Avira/ Bitdefender/ Kaspersky/ F-secure/ G Data/ Bull Guard/Avast</p> <p><input checked="" type="checkbox"/> <b>The Technical Proposal should be submitted separately from the Financial Proposal and must not contain any pricing information whatsoever on the services offered.</b></p> <p><input checked="" type="checkbox"/> <b>Financial Proposal Password:</b>  <b>Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP if the proposal is deemed technically qualified. Proposers will have 48 hours to respond to the request for password from UNDP. Proposers are advised to note their passwords in a secure place. Should UNDP be unable to open the file due to forgotten password(s), the Proposal shall be rejected</b></p>
Contract General Terms and Conditions	<p><input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) available on <a href="http://www.undp.org">www.undp.org</a> (refer to link below)</p> <p><a href="https://www.undp.org/content/dam/undp/library/corporate/Procurement/english/3.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017.pdf">https://www.undp.org/content/dam/undp/library/corporate/Procurement/english/3.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017.pdf</a></p>

Annexes to this RFP <sup>1</sup>	<ul style="list-style-type: none"> <li>• Letter of Invitation</li> <li>• Annex 1 – Data Sheet</li> <li>• Annex 2 - Terms of Reference</li> <li>• Annex 3 - Forms for Submitting Service Provider’s Technical Proposal</li> <li>• Annex 4 – Financial Proposal Template</li> <li>• Annex 5 – Proposal Submission Form</li> <li>• E-tendering Instructions Manual for Bidders</li> <li>• FAQ for Bidders</li> </ul>
Contact Person for Inquiries (Written inquiries only) <sup>2</sup>	<p>Focal Person in UNDP:  Address: United Nations Development Programme, UNDP Country Office,  UNOCA Complex, Jalalabad Road, Kabul, Afghanistan  E-mail address dedicated for this purpose:  <a href="mailto:procurement.af@undp.org">procurement.af@undp.org</a>  Note: The Subject Line of email Shall be:  <b>UNDP/AFG/RFP/2020/000007181 – Conduct SC Salary Survey for UNDP Afghanistan</b>  The clarifications shall be asked 6 days prior closing date of RFP.</p>
Required Documents that must be Submitted to Establish Qualification of Proposers (In “Certified True Copy” form only)	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Company Profile;</li> <li><input checked="" type="checkbox"/> Technical Proposal (See Annex 3 for format);</li> <li><input checked="" type="checkbox"/> Financial proposal to be submitted separately (See Annex 4);</li> <li><input checked="" type="checkbox"/> Signed proposal submission form (Annex 5);</li> <li><input checked="" type="checkbox"/> At least two contracts implemented in the past five years should be shared for an assignment with similar nature and complexity along with their performance evaluation. One of the contracts value should be more than US\$ 20,000;</li> <li><input checked="" type="checkbox"/> Valid Certificate of Registration of the business from relevant authority;</li> <li><input checked="" type="checkbox"/> Structure of the team, including the name, position and experience of key personnel.</li> <li><input checked="" type="checkbox"/> The Service provider should be able to conduct physical survey in country</li> </ul>

Joint Venture, Consortium or Association	<p>1.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>1.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>1.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>1.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>1.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> <li>a) Those that were undertaken together by the JV, Consortium or Association; and</li> <li>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</li> </ul> <p>1.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>1.7 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p>
Pre-Proposal meeting	<b>Not applicable</b>

## Annex 2

### TERMS OF REFERENCE (TOR) – Conduct SC Salary Survey for UNDP Afghanistan

#### 1. Background

UNDP Afghanistan uses a broadband remuneration system for its Service Contract Holders. Individuals contracted under SC modality are considered as local personnel and not UN staff members. Therefore, they are not covered by UN Staff Regulations and Rules.

The Service Contract remuneration system and salary scales are distinctly different than UN staff salaries in purpose, design, comparator labour market and percentile within targeted labour market. The SC remuneration system is designed to provide for wide remuneration ranges which support flexibility in engagement and movement through service quality evaluation measures.

Engagement of personnel using the SC modality is not intended to support extended employment, nor create a career track. Individuals hired under Service Contracts are typically engaged only by UNDP for the duration of a project, and are therefore expected to return to the national labour market at the conclusion of the project or when the function is no longer required by the project.

The basis for the establishment of conditions of service for SC holders is the corresponding local labour market and must be consistent with prevailing levels of pay for similar services, similar contract conditions and comparable work in the local labour market. It is therefore necessary to gather information on **local conditions** of employment in a structured manner to support construction of SC remuneration scales. In keeping with the objective of simplicity, SC remuneration scales must be designed to be comprehensive, inclusive of the value of typical allowances and benefits that are found in the local labour market. The objective here is not to manage separate allowances and benefits for SC holders. Rather, the value of these should be included in the remuneration scales such that these scales are broadly competitive with the total remuneration values for the desired market position

Given this, the remuneration package under the SC is set at the gross level and may include an additional lump sum for participation in national social insurance programmes that are mandatory.

The process for establishing Service Contract remuneration scale must be simple and transparent. The contents succeeding section of this TOR aimed at providing structural guidance that will make the process straight forward and consistent across duty stations in a more structured approach.

UNDP Afghanistan would like to update the current remunerations of Service Contract holders in accordance with the set standards and procedures in the UNDP **Handbook on Setting Remuneration for Service Contract Personnel herein referred to as Annex A.**

In this context, UNDP would like to engage the services of a reputable and technically qualified firm with extensive expertise in labour market analyses, compensation and benefits systems, management and organizational development to undertake the salary survey process.

UNDP therefore hereby solicits proposals from interested firms to conduct a salary survey and support UNDP in establishing a revised and reasonable salary scale for SC holders based on the latest prevailing market rates and in accordance with the policies and procedures provided in Annex A.

## **2. Objectives**

In accordance with the established UNDP policies governing Service Contracts (see Annex B); and based on the established UNDP methodology described in the Handbook on Setting Remuneration for Service Contract Personnel (Annex A), and existing SC salary scale (See Annex C); the selected firm will conduct an independent survey for the purpose of updating the current salary scale.

Upon completion of the survey, the results will be shared with other UN agencies applying similar contractual modalities to reach a consensus on the optimum rates that should be applied to SC holders.

## **3. Scope of Assignment**

- a) The selected firm guided by the requirements of the Handbook shall compile and suggest to UNDP a list of employers which may be considered as comparators for the purposes of establishing SC remuneration. The list shall be subjected to final approval by UNDP. The comparator employers recommended must meet the criteria specified in the Handbook.
- b) Where the comparators are partners of UNDP, or known to UNDP, including other UN agencies, UNDP will assist the selected firm in determining the right contact persons in order to carry out the survey. However, knowledge of the local market and the ability to identify and reach out to appropriate comparator employers is a critical deliverable of the selected vendor.
- c) The firm shall collect the following minimum information from each of these Comparators:
  - i. Job descriptions of the positions similar to those identified in the Handbook for the purpose of Job matching on the nature, complexities and responsibilities of each compared position to existing SC levels;
  - ii. Collect and analyze the salary structures and associated benefits (including typical allowances and benefits package both monetary and non-monetary) of the selected comparators organizations for existing SC Job descriptions.
  - iii. Summary information on the comparator employer (size, number of employees, length of time present in the location etc. as specified in the Handbook)
- d) The Firm shall present a draft analysis report to UNDP Afghanistan and make recommendations on the proposed salary scale. Taking into consideration other UN Agencies' scales for similar contractual (non-staff member) modalities.
- e) The firm shall prepare a Final Report, incorporating comments from UNDP, containing all of the items listed in Section 4 below.
- f) The firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of UNDP. Data from comparator employers will be shared with UNDP only and either in aggregate or without organization name designation.

#### **4. Deliverables**

Based on the established UNDP Handbook on Setting Remuneration for Service Contract Personnel and within the time frame specified, the contracted firm is expected to submit a report which includes, but not limited to, the following outputs:

- a) Details and Summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration package;
- b) The Minimum and Maximum Remuneration values of all job matches obtained from the comparators preferably up to six, not less than four;
- c) A report on final survey findings with comparison and analysis of the survey results, recommendations related to remuneration packages;
- d) A summary table of Comparators practices on remunerations compared to UNDP Afghanistan Service Contract salary scale;
- e) A proposal with options for a revised remunerations scale for SC holders as set out in the UNDP Handbook on Setting Remuneration for Service Contract Personnel (options at the 40<sup>th</sup>, 50<sup>th</sup> and 60<sup>th</sup> Percentile levels);
- f) A comparison of other UN salary scales for similar contractual modalities;
- g) All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators;
- h) As and when required by UNDP, the firm shall conduct a presentation of the process and the results to any relevant audience that UNDP may organize.

#### **5. Institutional Arrangement**

The work of the firm that will be engaged shall be supervised by UNDP Operations Manager and/or the Head of the Human Resources Team in UNDP Afghanistan. As such, submission of the firm's reports shall be coursed through them. The confirmation of acceptability of report contents, the authorization of disbursement of payment, and evaluation of performance shall all be undertaken by these UNDP personnel.

The UNDP Operations Manager and/or the Head of the HR Team may bring in other parties within UNDP or the UN system to assist in the review of the outputs, as and when deemed necessary.

#### **6. Expected duration of Assignment**

The task is expected to be completed within eight (8) weeks from the date of signing of the contract. The firm, therefore, is required to prepare and submit the entire plan in a way that allows the achievement of all deliverables within the 8-weeks period, from 1<sup>st</sup> November 2020 to 31<sup>st</sup> December 2020. Targeted start date 1<sup>st</sup> November 2020.

## 7. Duty Station

The selected firm shall not be required to be present at UNDP office, and may work in its own office with coordinated visits to UNDP. As and when required by UNDP, it is also expected to visit comparators in the course of undertaking the assignment.

## 8. Financial Proposals

The Financial Proposal shall contain the final and all-inclusive total price offer for the full range of services required, broken down into all major cost components associated with the services.

## 9. Payment terms

Payment under the contract will be output based and will be made upon satisfactory completion of the assignment or based on appropriate percentages corresponding to milestone accomplishments as may be proposed by the contracted firm to UNDP.

Where an initial payment will be required by the contracted firm upon signing of the contract, only a maximum of twenty percent (20%) of the contract amount shall be allowed by UNDP.

Payments will be made to the contractor separately for each deliverable upon completion of the survey in three installments as below:

SN	Deliverables	Payment
1	<ul style="list-style-type: none"> <li>a) Details and Summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration package;</li> <li>b) The Minimum and Maximum Remuneration values of all job matches obtained from the comparators preferably up to six, not less than four;</li> </ul>	25% of the contract price for the survey
2	<ul style="list-style-type: none"> <li>a) A report on final survey findings with comparison and analysis of the survey results, recommendations related to remuneration packages;</li> <li>b) A summary table of Comparators</li> </ul>	37.5% of the contract price for the survey

	<p>practices on remunerations compared to UNDP Afghanistan Service Contract salary scale;</p> <p>c) A proposal with options for a revised remunerations scale for SC holders as set out in the UNDP Handbook on Setting Remuneration for Service Contract Personnel (options at the 40<sup>th</sup>, 50<sup>th</sup> and 60<sup>th</sup> Percentile levels);</p>	
3	<p>a) A comparison of other UN salary scales for similar contractual modalities;</p> <p>b) All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators;</p> <p>c) As and when required by UNDP, the firm shall conduct a presentation of the process and the results to any relevant audience that UNDP may organize.</p>	37.5% of the contract price for the survey

## 10. Confidentiality

- a) It is mandatory that the contracted firm and its employees engaged with UNDP maintain the highest level of confidentiality with respect to all information provided before, during and after the completion of the assignment by UNDP and all comparator employers. The firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of UNDP. Data from comparator employers will be shared with UNDP only and either in aggregate or without organization name designation.

The contracted firm and its employee shall practice highest standard of professional and ethical values and norms in providing this consultancy services.

## 11. Key personnel qualifications

The bidder should provide Curriculum vitae (CV) of the staff who would be responsible for drafting the report, together with the CVs of members of the survey team. The CVs should include details on relevant experience carried out by the applicable staff, including ongoing assignments indicating capability and capacity to undertake the survey.

Please include the following information on the proposed team in the technical proposal:

- a) Names and qualifications of the key personnel who will perform the services, and specifically indicate the identity of the team leader;

- b) CVs demonstrating qualifications (level of education in a relevant field).

The following are the detailed requirement of the company/key personnel for this assignment and the minimum anticipated educational qualifications and experience for them:

No.	Key Personnel	Minimum Educational Qualifications and Experience
1.	Team Leader	Master's degree in business administration, public administration or any relevant field, with minimum 5 years' relevant experience. Effective communication and reporting skills.
2.	HR Expert	Bachelor's degree in business administration, human resources or a relevant field. A minimum of 3 years' proven experience in a similar role.
3.	Data Analysis/ Statistics Expert	Bachelor's degree in BS in Mathematics, Economics, Computer Science, Information Management, Statistics or equivalent, with 3 years of experience in the relevant field, proven working experience as a Data Analyst/Statistics Expert.

In case of any unforeseen circumstance(s) if one or more of the proposed key personnel fail to perform their duties under the contract, the Firm will be responsible to provide alternate personnel with at least similar or higher qualifications and skill-sets within 5 working days from the disengagement of the key personnel. In such event CVs of the alternate personnel must be approved by the agencies prior to engagement of such alternate person.

## 12. Quality Assurance Mechanism:

The firm should ensure that the official communication and the reports must be reviewed and cleared by the firm's senior manager.

The UNDP will identify a single focal point for this purpose. The UNDP's focal point and a senior staff in charge of the survey (Operations Manager) will officially communicate with the selected firm and provide feedback and inputs on the deliverables.

## 13. Annexes to this TOR

- A. [UNDP Handbook on Setting Remuneration for Service Contract Personnel](#)
- B. UNDP Policy Governing Service Contracts
- C. Current Service Contract Salary Scale of the UNDP Country Office to be provided by the country office.

## Annex 3

### FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL PROPOSAL

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[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. Preliminary/ Mandatory requirement**

1. Company Profile;
2. Technical proposal;
3. Financial proposal (must be password protected) submitted as separate document (Annex 4);
4. Signed proposal submission form (Annex 5);
5. Bidders should provide evidence of having implemented at least two contracts in the past five years should be shared for an assignment with similar nature and complexity along with their performance evaluation;
6. The bidder should provide evidence of a valid certificate of registration to conduct business in Afghanistan;
7. The bidder should provide Structure of the team, including the name, position and experience of key personnel;
8. The bidder should be able to conduct physical survey in country
9. The bidder should provide evidence significant and recent experience of the current Afghanistan operating environment.

**B. Eligibility and Qualifications of the Service Provider- Points (300)**

*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) General organizational capacity which is likely to affect the effective delivery of the services

(Conduct SC Salary Survey). **150 point**

b) Organizational expertise in the delivery of services for 'Conduct SC Salary Survey'. **150 points**

**C. Proposed Methodology for the Completion of Services-Point (400)**

*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.*

a) Extent of understanding the task including background, concept and objectives and clarity on the subject / issues addressed in the proposal. **200 points**

b) Quality of the proposed methodology for conducting the survey. **200 points**

**D. Qualifications and experience of the key personnel. Points (300)**

*As required by the RFP, 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;
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

## Annex 4

### Financial Proposal Template

#### A. Cost Breakdown per Deliverable\*

The proposers are requested to provide cost breakdown per deliverables as clearly specified in the Terms of Reference (TOR) of this RFP. Amounts mentioned in this table will be considered final offer by the proposers.

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>
D-1	c) Details and Summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration package; d) The Minimum and Maximum Remuneration values of all job matches obtained from the comparators preferably up to six, not less than four;	25% of the contract price for the survey	
D-2	d) A report on final survey findings with comparison and analysis of the survey results, recommendations related to remuneration packages; e) A summary table of Comparators practices on remunerations compared to UNDP Afghanistan Service Contract salary scale; f) A proposal with options for a revised remunerations scale for SC holders as set out in the UNDP Handbook on Setting Remuneration for Service Contract Personnel (options at the 40 <sup>th</sup> , 50 <sup>th</sup> and 60 <sup>th</sup> Percentile levels);	37.5% of the contract price for the survey	
D-3	d) A comparison of other UN salary scales for similar contractual modalities; e) All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators; f) As and when required by UNDP, the firm shall conduct a presentation of the process and the results to any relevant audience that UNDP may organize.	37.5% of the contract price for the survey	
Grand Total		100%	USD.....

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

#### B. Cost Breakdown by Cost Component

Description of Activity	Remuneration per day/ month	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				

1. Team Leader				
2. HR Expert				
3. Data Analysis/ Statistics Expert				
.....				
<b>II. Other Related Costs</b>				
<b>Grand Total (I + II)</b>				

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

## Annex 5: Proposal Submission Form

To: Head of SCMO, UNDP Afghanistan

Dear Sir/Madam:

We, the undersigned, hereby offer to provide professional services for [insert: title of services] in accordance with your Request for Proposal dated [insert: Date] and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council;
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal for *120 days*.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

[please mark this letter with your corporate seal, if available]