



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

<b>TO INTERESTED VENDORS/COMPANIES</b>	<b>Date: 18 November 2020</b>
	<b>REFERENCE: UNDP-BMS-OHR-RFP-2020-015</b>

Dear Sir / Madam:

We kindly request you to submit your **Proposal for the Service of Assessment and Selection Process for the UNDP Graduate Programme (Long Term Agreement)**.

Please be guided by the form attached hereto as Annex 3, 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 **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/unsc/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ali Tahsin Jumah  
Chief, Central Procurement Unit, New York

**Annex 1**  
**Description of Requirements**

Context of the Requirement	<b>Long Term Agreement: Assessment and Selection Process for the UNDP Graduate Programme</b>
Brief Description of the Required Services	UNDP is seeking to enter into a Long-Term Agreement with an external vendor to potentially manage the assessment and selection process for the UNDP Graduate Programme (cohort 1 and 2) including delivering and facilitating a virtual assessment center.  More details are available in the Terms of Reference (TOR) in Annex 2.
List and Description of Expected Outputs to be Delivered	As detailed in the Terms of Reference in Annex 2.
Person to Supervise the Work/Performance of the Service Provider	<i>Head, Talent Acquisition and People Programmes, Office of Human Resources, UNDP</i>
Frequency of Reporting	<i>Weekly based on planning of assignment or as required by UNDP.</i>
Progress Reporting Requirements	As per the Terms of Reference in Annex 2.
Location of work	<input checked="" type="checkbox"/> The vendor will be required to work remotely
Expected duration of work	The awarded vendor will be asked to provide support during the implementation of cohort No. 1 (for the entire project or some related milestones). The assessment and the evaluation present a duration of 6 months (approx.) during year 2021. There is a possibility to conduct a second call for which the awarded vendor's support might be needed.
Target start date	3 January 2021
Latest completion date	2 January 2022 <b>(one-year agreement with possibility of extension to additional two years subject to performance, business requirements and budget availability).</b>
Travels Expected	Travel is not expected in this assignment.
Special Security Requirements	Not applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Not applicable
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
Value Added Tax on Price Proposal	<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 type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days <p>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.</p>
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
Payment Terms <sup>1</sup>	Refer to the terms of Reference (Annex 2)
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	<p><b><u>Technical Proposal (70%)</u></b></p> <input checked="" type="checkbox"/> Expertise of the Firm: 22% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan: 50% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel: 28% <p>Only proposals that achieve at least 70% of the total of point obtainable (490 points out of 700 points) will be considered during the financial evaluation stage.</p> <p><b><u>Financial Proposal (30%)</u></b></p> <p>To be computed as a ratio of the Proposal's offer (Annex 4, Form B) 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
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP
Contract General Terms and Conditions <sup>2</sup>	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <p>Applicable Terms and Conditions are available at:  <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a> </p>

<sup>1</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

<sup>2</sup> 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.

Annexes to this RFP <sup>3</sup>	<input checked="" type="checkbox"/> Detailed TOR in Annex 2 <input checked="" type="checkbox"/> Job Description Annex 3 <input checked="" type="checkbox"/> Form for Submission of Proposal in Annex 4 (Forms A and B)
Contact Person for Inquiries (Written inquiries only) <sup>4</sup>	Ignacio Inestal Fernandez Procurement Analyst <b>Central Procurement Unit (CPU), New York</b> <a href="mailto:Cpu.bids@undp.org">Cpu.bids@undp.org</a>
Other Information [pls. specify]	<p>Requests for clarifications shall be submitted to UNDP by email to <a href="mailto:cpu.bids@undp.org">cpu.bids@undp.org</a> until <b>one week</b> before submission deadline. Answers to clarifications will be uploaded to the Procurement Notices Website and on the e-tendering platform.</p> <p>Any delay in UNDP's response shall not be 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>Electronic submission through eTendering shall be governed as follows:</p> <ul style="list-style-type: none"> <li>- Electronic files that form part of the proposal must be in PDF format;</li> <li>- The Technical Proposal and the Financial Proposal files <b>MUST BE COMPLETELY SEPARATE</b> and each of them must be uploaded individually and clearly labelled.</li> <li>- 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: <a href="#">eTendering guide</a></li> </ul>

<sup>3</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>4</sup> 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 Graduate Programme Assessment and Selection

#### 1. Summary

The Talent Acquisition and People Programme Unit, Office of Human Resources, UNDP is seeking the services of a vendor to manage the assessment and selection process for the UNDP Graduate Programme including delivering and facilitating a virtual assessment centre.

The objective is to deliver an assessment and selection process that will identify candidates, who:

- Demonstrate skills that can strengthen organisational capacity in areas where there is a current or foreseeable future gap.
- Are from under-represented populations, in terms of gender, disability, nationality and first in their family to go to university, thereby increasing workforce diversity.
- Will become part of a new talent pipeline of committed professionals for UNDP.

It is expected that the Graduate Programme may attract several thousand applications globally. There will need to be several screening stages: 1) checking minimum criteria, 2) preliminary, 3) intermediate and 4) final screening stage. The final stage will involve anticipated 25 applicants progressing to virtual assessment centres (or maximum of 40 candidates in case of two streams). The process needs to be efficient, cost-sensitive, and effective in selecting talented and diverse individuals who will thrive in UNDP. The process should be repeatable for a second cohort for the following year.

The process should include innovative assessment techniques to select a diverse and young pool. The mix of selection tools will collectively provide an overall evaluation of the candidates' suitability for the UNDP Graduate Programme. The assessments and exercises must measure a variety of aptitudes and competencies.

#### 2. Background and Context

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 Sustainable Development Goals (SDGs), as they help shape global sustainable development over the next decade.

As part of the implementation of People for 2030, UNDP's people strategy, the UNDP Office of Human Resources is launching the UNDP Graduate Programme as a pilot programme to run for two cohorts across three years, to increase entry-level opportunities for graduates and build a talent pipeline for next generation of UNDP practitioners. In this context, the UNDP is interested in entering into a Long-Term Agreement (LTA) with an external vendor for the provision of assessment and selection services to cover for the referred two cohorts.

The Graduate Programme will offer an opportunity for UNDP to gain skills, fresh ideas and innovation from young graduates from currently under-represented populations to design solutions to deliver on the Agenda 2030. In addition, participants in the Programme will contribute to enhanced talent outreach and employer brand of UNDP, as well as constitute a pool of workforce sourcing for the next generation UNDP. The objective will be to build capacity and knowledge in areas where there is an envisaged future need with a specific focus on UNDP's integrator role and innovation. Additional areas of focus will be identified based on an analysis of roles that are included in the programme and future talent needs.

For each cohort, a minimum 10 participants will be selected and will be deployed for two assignments of one year each – in different country, regional and HQ offices, and/or areas of work. The selection process will have a strong focus on diversity and inclusion, and outreach campaigns will target selected under-represented groups in UNDP. Candidates will apply to the Graduate Programme and will be matched against positions after having been selected.

Selected candidates will join as part of a pool of Graduates, this pool must be able to perform the functions of a similar set of rotational posts. The functions to be performed will require complementary competencies to enable successful transition of Graduates between roles. To nurture their success, graduates will be offered development during the programme in the form of access to a wealth of training and development modules as well as bespoke training; guidance from supervisors; supported experiential learning on the job and in the form of project work; mentoring and access to a buddy during the two-year programme.

It is anticipated that there will be significant interest in the Graduate Programme and that the volume of assessment will be high.

## 2.1. The attraction and selection campaign for the first cohort

The attraction and selection campaign for the **first cohort** is due to launch in early 2021 with the selection process planned to be complete by end of May 2021 ready for Graduates to start at the beginning of July 2021.

Subject to performance and funds availability, UNDP might require the vendor to support in the assessment and selection of candidates through a **second cohort**. The second cohort is expected to occur during 2022.

Candidates will need to undergo a holistic evaluation process to assess whether they have the competencies and aptitude to perform the functions required and the potential for growth and development. Prior to the assessment, candidates will be informed about the evaluation processes and metrics.

The assessment will be governed by five principles:

1. **Consistency:** the same assessment tools, standards and, where possible, the same assessors for the short-listed candidates
2. **Reliability and Validity:** the assessment results are consistent across time, exercises and ratings, while the exercises measure the required competencies, skills and/or behaviors.
3. **Transparency:** that assessment standards and criteria are available to all. Preparation materials will be made available online. This would not only engage candidates but also allow applicants from all backgrounds to prepare.
4. **Alignment:** that the assessment is not done in isolation to UNDP Human Resources policies, approaches and tools.
5. **Confidentiality:** all organizational, candidate and assessment information is treated strictly confidential to adhere with requisite privacy and data protection policies and to ensure reliability and validity of assessment exercises.

## 3. Scope of work

In this context, the UNDP wishes to enter into a **Long-Term Agreement** (Framework Agreement) with an external vendor to provide and manage an assessment and selection process for the first cohort under the Graduate Programme.

The vendor is expected to utilise tools below to enable a final decision to be made. All tools utilised must be mobile friendly and off-the-shelf products will be considered with the opportunity for a level of customisation:

1. Online tools, questionnaire and report for Psychometric Instruments including the Emotional Quotient test/ Personality Questionnaire accompanied by an in-depth feedback interview for the purpose of identifying the extent to which the profile reflects how candidates operate in a work context. Selected tools must have high face validity in a multi-cultural context with due diligence conducted on the relevance and appropriateness to UNDP's requirements.
2. Online numerical ability tests (available in multiple languages) and Situational Judgement Test and reports. Alternatively, game-based assessment could be used to assess behavioural traits and cognitive ability against a company-specific profile. Again, high face validity in a multi-cultural context is vital.
3. Online tools and reports to support asynchronous video interviews whereby candidates can complete their interview at a time and place most convenient to them.

4. Provide online technical support to candidates accessing the tools. Communicate directly and follow up with candidates that need support to access and complete the set tools.
5. Selection of exercises and provision of the materials required for the group exercises to assess the required competencies and scoring criteria for all exercises. Consideration should be given for running a group-based exercise in Spanish and/or French in addition to English. It is extremely important that the exercises simulate the important conditions and contexts that occur on the job.

#### **4. Activities and deliverables (all virtual)**

The vendor is expected to undertake the below activities:

1. Communicate directly inviting applicants to undertake selection activities. Provide candidates with personalised feedback and send regular updates throughout the recruitment process thereby strengthening the candidate-organisation bond.
2. Run a preliminary screening stage possibly involving a Situational Judgement Test and an ability test (probably numerical).
3. Run intermediate screening stage to provide shortlist for the final stage possibly involving an e-tray exercise and asynchronous video interview.
4. Provide candidates with information about the rationale for using any tests and also direct them to relevant websites, resources to take practice tests.
5. Monitor progress of online activities, as needed.
6. Provide UNDP with reports at each stage summarising status of all applicants including analysis of where candidates drop out of the recruitment process that can be used to enhance communication feedback at specific points with particular features of the process. These reports should check whether there appears to be any bias at each stage of the process that could be unfairly disadvantaging certain groups. This information should be timely enough to allow for adjustments to be made to prevent this disadvantage.
7. Schedule and manage the logistics and facilitate virtual assessment centres for shortlisted candidates (anticipated maximum of 25 candidates (40 candidates in case of two streams). It is anticipated that each candidate will do two role plays and one strength-based interview.
8. Development of assessment and selection process documents e.g. design documentation including competency interview to explore strengths and output from the psychometric tests, two group exercises involving simulating situations they would face on the job, self-reflection and a system to capture observations and the evaluation of competencies and ranking methodology.
9. Produce a guide for assessors. During the virtual assessment centre, assessors will comprise of hiring managers, internal stakeholders and HR team members supported and facilitated by the vendor's team.
10. Conduct online assessor training (approximately session of 2 hours) based on the assessor guide including understanding of the tools, assessment criteria, what is expected of them and their role in communicating UNDP's brand.
11. Invite candidates to the virtual assessment centre.
12. Oversee, facilitate, observe and provide expert input into the suitability of candidates.
13. Coordinate and participate in virtual assessment centres with UNDP in addition to acting as advisor to UNDP assessors on panels.
14. Provide reporting for shortlisted candidates. Content and format of reports will be agreed upfront with UNDP and will include the outcome of online tests/questionnaires and a summary of a candidate's potential, gaps



and development needs. Information from online tools, questionnaires and reports should be available for future development purposes.

15. Adjust written reports at no additional cost.
16. Update the assessment documents to keep them current.
17. Provide expert opinion to the TAPP team including advice on evaluation and assessments at no extra cost.
18. Prepare a final assessment report summarising findings and recommendations to enable a panel to make a final decision on successful candidates for the Graduate Programme. The final report will document and defend the ratings to determine the suitability.
19. The vendor should demonstrate that the pre-assessment and assessment solutions can be delivered remotely. The pre-assessments and assessments should be deliverable on mobile and desktop devices. Additionally, the (pre-)assessment platform should be able to integrate with or at the minimum seamlessly transfer data from/to UNDP's 'E-recruit' Oracle PeopleSoft Applicant Tracking System.

#### 4.1. Factors to consider in the delivery of the assessment

1. The solution must be informed and inspired by UNDP's previous and current experience as well as by best practices from international organisations.
2. There is a need for continuous monitoring and evaluation against the objectives as to the success of the assessment and selection process with the flexibility to adjust it to the needs of the organisation.
3. Quality and cost-efficiency are critical given the number of individuals to be assessed against the anticipated 10-20 places available on the Programme. **While the total number cannot be confirmed at this stage, OHR projects a maximum of 4,000 applications.**
4. The candidates come from different countries and diverse cultural backgrounds. Demonstrated gender and cultural sensitivity and mitigating bias in the assessment process is critical for UNDP. This includes analysing for adverse impact at each stage and considering the implications for candidates in group exercises where English/ French/ Spanish is not their native language.
5. In conducting the recruitment and selection process it is vital to consider ways of enhancing the candidate experience. Attracting and retaining talent is a two-way process; candidates aspire to work in an attractive place by carefully selecting the organisation and the available roles just in the same way as UNDP are looking to hire top talent.

## 5. Scope of Bid Price and Scheduled Payments

### 5.1. Scope of Bid Price

The price of services should be based on the predicted volume of required services categorized in different scenarios. Some categories require bidders to indicate the cost per candidate and others require bidders to include a total cost for the delivery of the milestone.

**Important Note:** UNDP reserves the right to conduct any of the steps listed below internally based on business requirements and capacity at that specific time. Bidders should have the internal capacity of importing/migrating UNDP data into their platforms in the event it is decided to conduct the first screening of the cohort in-house. Bidders will be asked to submit an estimation of the additional IT support required to conduct the migration of the data.

### SUMMARY TABLE

<b>Deliverable</b>	<b>Scenario 1 Cost per candidate/full milestone</b>	<b>Scenario 2 Cost per candidate/full milestone</b>
<b>5.1.1.</b> Online application screening of candidates for UNDP Graduate Programme (stage 1 – checking minimum criteria).	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 4000).
<b>5.1.2.</b> Online exercises: Situational Judgement Test, numerical ability test or alternatively game-based assessment in the selection of candidates for UNDP Graduate Programme (stage 1 – preliminary).	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
<b>5.1.3.</b> Online exercises: e-tray exercise and video interviews in the selection of candidates for UNDP Graduate Programme. (stage 2 – intermediate).	Cost per candidate for up to 200 applicants.	Cost per candidate for over 200 applicants
<b>5.1.4.</b> Organising, hosting, facilitating and assessing (with UNDP assessors) virtual assessment centres for the selection of candidates for UNDP Graduate Programme including producing all associated materials (stage 4 – final).	When preparing the financial proposal, bidders will be asked to quote for: -Total cost for one (1) virtual assessment centre for a total of up to 25 candidates. -Total cost per additional second stream assessment centre for up to 15 candidates.	

### 5.1.1. Online application screening of candidates for UNDP Graduate Programme.

<b>Activity (all virtual/remote)</b>	<b>Scenario 1 Cost per candidate/full milestone</b>	<b>Scenario 2 Cost per candidate/full milestone</b>
Set-up digital testing platform offering seamless candidate experience	One-time costs for branding, configuration and integration with UNDP ATS (regardless of the number of candidates at this stage).	
Screen applications in response to UNDP Graduate Programme attraction campaign and filter according to requirement to meet minimum criteria.	Cost per candidate up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 4000).
Produce a summary report including adverse impact assessment.	As required at no additional cost	
Adjustments to summary reports.	As required at no additional cost	
Communicate with candidates providing feedback on whether or not they have progressed to the next stage of the recruitment process.	As required at no additional cost; based on deadlines agreed upon with UNDP	

### 5.1.2. Online exercises: Situational Judgement Test, Numerical ability test in the selection of candidates for UNDP Graduate Programme.

<b>Activity (all virtual/remote)</b>	<b>Scenario 1 Cost per candidate/full milestone</b>	<b>Scenario 2 Cost per candidate/full milestone</b>
Supply an off-the-shelf numerical ability test that can be completed in multiple languages.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
Provide a Situation Judgement Test that is fits with UNDP's environment.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
(As an alternative test option for UNDP's consideration) Provide a game-based assessment to support the selection of candidates that fit UNDP's graduate profile.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
Set-up and administer online exercises based on a list of candidates that have met the minimum criteria on their application form. Provide candidates with the rationale for using tests and also direct them to practice tests.	Cost per candidate for up to 2000 applicants. Including generic result reports	Cost per candidate for over 2000 applicants (maximum of 3000). Including generic result reports
Communicate with candidates to ensure timely completion and monitor progress of completion of online exercises.	As required at no cost; based on deadlines agreed upon with UNDP	
Produce a summary report including adverse impact assessment.	As required at no cost	
Adjustments to summary reports	As per request at no additional cost	

Provide feedback and advice to UNDP on the results of the online exercises.	As required at no additional cost
Communicate with candidates providing feedback on whether or not they have progressed to the next stage of the recruitment process.	As required at no additional cost; based on deadlines agreed upon with UNDP

*5.1.3. Online exercises: e-tray exercise and video interviews in the selection of candidates for UNDP Graduate Programme.*

<b>Activity (all virtual/remote)</b>	<b>Scenario 1 Cost per /full milestone</b>	<b>Scenario 2 Cost per /full milestone</b>
Provide an e-tray exercise that simulates the type of tasks graduates will face in UNDP, this can be adapted from an existing exercise.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Work with question bank provided by UNDP against the graduate competencies to create the basis for an asynchronous video interview.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Set-up and administer online e-tray exercise and asynchronous video interview based on a list of candidates that have been shortlisted from the previous exercises (detailed in 5.1.2.). Provide candidates with the rationale for using exercises and also direct them to practice exercises.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Communicate with candidates to ensure timely completion and monitor progress of completion of online exercises.	As required at no cost; based on deadlines agreed upon with UNDP	
Produce a summary report including adverse impact assessment.	As required at no cost	
Adjustments to summary reports.	As per request at no additional cost	
Provide feedback and advice to UNDP on the results of the e-tray exercise and video interview.	As per request at no additional cost	
Communicate with candidates providing feedback on whether or not they have progressed to the next stage of the recruitment process.	As required at no additional cost; based on deadlines agreed upon with UNDP	

*5.1.4. Organizing, hosting, facilitating and assessing (with UNDP assessors) virtual assessment centres*

<b>Activity (all virtual)</b>	<b>Cost per exercise</b>
Design and develop virtual assessment centre content and structure, including: two group simulation exercises and in-depth interview based on competency questions provided by UNDP and the results of a psychometric tool sent in advance, evaluation and ranking methodology	Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting Costs per additional second stream assessment centre for up to 15 candidates

Provide a psychometric tool such as a personality questionnaire or EQ test that can be a basis for a selection of questions in the in-depth interview during the virtual assessment centre.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Produce virtual assessment centre documents for candidates and assessors as needed to underpin the group simulation exercises, this could include case studies, scenarios, role play activities. In-depth interview materials including competency questions provided by UNDP and follow-up questions to the psychometric tool. Evaluation forms and ranking methodology.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Manage the invitation process to candidates that successfully progressed through 5.1.3. and all aspects of setting up and hosting the virtual assessment centre. Provide candidates with information about what is being assessed during the assessment centre and the format for the event.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Set-up and administer online psychometric tool in advance of the virtual assessment centre to provide input into the in-depth interview.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Communicate with candidates to ensure timely completion and monitor progress of completion of online exercises.	As required at no cost; based on deadlines agreed upon with UNDP
Updates to virtual assessment centre content, structures and documents based on feedback and manage confidentiality	As required at no cost
Produce training guides for assessors	Cost for training guide
Develop and conduct 2-hour virtual training sessions for assessors including UNDP HR team members, hiring managers and UNDP stakeholders.	Cost for one training session
Advise on a virtual assessment centre	As required at no cost
Facilitate a virtual assessment centre (1 Centre Manager)	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Assess candidates at a virtual assessment centre alongside UNDP HR team, hiring managers and UNDP stakeholders.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream

Deliver simulation exercises and coordinate in-depth interviews at a virtual assessment centre involving UNDP HR team and managers.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Produce final assessment centre reports on each candidate.	At no additional cost
Produce a final overall assessment centre report and results analysis including adverse impact assessment.	Costs per virtual assessment centre stream (of maximum 25 candidates) Costs per additional virtual assessment centre stream of 15 candidates, in case of a second stream
Adjustments to final assessment centre reports	As requested at no cost
Host and facilitate virtual assessment centre wash-up session to agree on the successful candidates.	As required at no cost
Provide expert advice on evaluation and final assessments results	As requested at no cost
Communicate with unsuccessful candidates from this final stage, provide feedback and offer a summary of the reports from the assessment stages.	As required at no additional cost; based on deadlines agreed upon with UNDP

## 6. Guidelines for proposals

The vendor will provide a full and clear description of how the scope of services listed above will be implemented. This should include the following as a minimum:

1. A description of the process for tracking and communicating to all applicants and managing their journey through the selection process.
2. How the (pre-)assessment platform should be able to integrate with or at the minimum seamlessly transfer data from/to UNDP's current 'E-recruit' Applicant Tracking System (Oracle PeopleSoft).
3. How the selection and assessment process will offer a seamless candidate experience and thereby enhance UNDP's employer brand.
4. How the selection and assessment process will serve the objective of increasing workforce diversity giving opportunities to talent from under-represented countries/ populations.
5. Industry best-practice methodologies for ensuring standardisation and quality when assessing candidates; The rating scale, scoring system and the methodology for reaching a recommendation on the candidates based on how they've demonstrated UNDP competencies must be clearly defined.
6. A description of the process for administering all aspects of the assessment and selection process.
7. A schedule for conducting the assessments, given the time frame and number of candidates to be assessed.
8. Demonstrated experience/track record in conducting similar assessments/evaluations for early talent/graduate programmes with public/private sector organisations with a global scope having a similar mandate and size.
9. Method and format for the reports on short-listed candidates.
10. Success indicators.
11. A detailed cost breakdown of the different parts of the assessment and selection process.

### 6.3. Duty station

- The vendor 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.

## 7. Minimum technical qualifications

Proposals that do not comply with the below listed minimum technical requirements (Company requirements, Personnel Requirements and Methodology Requirements), may be directly disqualified.

### 7.1. COMPANY REQUIREMENTS

1. At least 5 years' experience in talent acquisition, including design and delivery of assessment and selection for early talent/graduate programmes, including experience of designing and running virtual assessment centres and management of high-volume assessment, **required**.
2. At least 5 years' experience in the field of Recruitment will be **required**.
3. A proven track-record of delivering and supporting a minimum of 3 large international organizations or companies with early talent/graduate assessment and selection during the past 5 years, **required**.
4. Possession of a well-established digital testing platform, **required**.
5. Financial Stability: Audited financial statements for the firm's last three fiscal years must be submitted as part of the bid. Other relevant documents will be considered as valid.
6. Experience with Digital assessment solutions including mobile/cloud-based applications, **required**.
7. Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN organisation or the World Bank Group or any other international organisation in accordance with ITB clause 3.

### 7.2. PERSONNEL REQUIREMENTS

#### Team Leader: Project Manager

##### *Educational requirements*

1. University degree educated at bachelor's level or above in a relevant field, preferably in Organisational Psychology, Business Administration, Human Resource Management, or other related discipline, **required**.
2. Master's degree in a relevant field (preferably in Organisational Psychology, Business Administration, Human Resource Management) **desired**.
3. Certification in psychometric tests, **desired**.
4. Fluency in English, **required**.

##### *Professional requirements*

1. Five years' relevant experience in Talent Acquisition, **required**.
2. Three years' experience in graduate assessment and selection, including use of psychometric tools and conducting assessment centres is **desirable**
3. Two years' prior experience in managing virtual assessment centres is **desirable**
4. Five years' experience in designing and delivery of recruitment programmes to institutions/organisations including experience in the public sector and with international recruitment, **required**.
5. Five years' relevant experience in Project Management, **required**.
6. Three years' experience with improving candidate experience, **required**.

#### Team members (maximum 5 team members excluding Team Leader)

The following requirements must be covered within the team (at least one person for each requirement unless otherwise specified below):

##### *Educational requirements*

1. All team members must hold a university degree educated at bachelor's level or above in a relevant field, preferably in organisational Psychology, Business Administration, Human Resource Management, Recruitment, Information and Communication Technology, or other related discipline, **required**.



2. At least one member of team must be in possession of a master's degree in occupational psychology or similar (**required**).
3. At least one member must hold a Certification in psychometric tests, **required**.
4. Fluency in English for all team members is **required**.

### **Professional requirements**

1. The team must present valid experience in the field of Talent Acquisition, **required**.
2. At least one team member must present **at least 2 years'** experience in graduate assessment and selection, including use of psychometric tools and conducting assessment centres, **required**.
3. At least two team members must have valid expertise designing assessment exercises, **required**.
4. The team must present valid expertise in delivering online facilities for selection exercises and hosting virtual assessment centres, **required**.
5. Prior experience with conducting and facilitating virtual assessment centres is **desired**.
6. Relevant experience in designing and delivery of recruitment programmes to institutions/organisations including experience in the public sector and with international recruitment, **desired**.

### **7.3. PROPOSED METHODOLOGY REQUIREMENTS**

The bidder must provide a description of the approach of how the Terms of Reference of the consultancy will be achieved including how the various service elements will be 1) organized, 2) managed, 3) controlled and 4) delivered.

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in enough detail.

### **8. Technical Evaluation Method**

Technical proposals that conform to the list of minimum requirements indicated above will be considered for further technical evaluation based on the technical evaluation listed below. Only proposals that achieve at least 70% of the total of point obtainable will be considered during the financial evaluation stage.

<b>Summary of Technical Proposal Evaluation Forms</b>		<b>Points Obtainable</b>
1.	Bidder's qualification and experience	150
2.	Proposed Methodology, Approach and Implementation Plan	350
3.	Management Structure and Key Personnel	200
	<b>Total</b>	<b>700</b>

<b>Section 1. Bidder's qualification, capacity and experience</b>		<b>Points obtainable</b>
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	25
1.2	Relevance of the experience in talent acquisition, including design and delivery of assessment and selection for early talent/graduate programmes, including experience of designing and running virtual assessment centres and management of high-volume assessments	50



1.3	A proven track-record of delivering and supporting a minimum of 3 large international organizations or companies with early talent/graduate assessment and selection during the past 5 years	75
<b>Total Section 1</b>		<b>150</b>

<b>Section 2. Proposed Methodology, Approach and Implementation Plan</b>		<b>Points obtainable</b>
2.1	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?	100
2.3	Details on how the different service elements shall be organized, controlled and delivered	100
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced for Cohort No. 1 and if these are logical and realistic	100
2.6	Ability to integrate / migrate data from UNDP to their platform should UNDP decide to take over the initial phases of the assessment/evaluation process	50
<b>Total Section 2</b>		<b>350</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.1	Team Leader: relevance of the educational background. (Advantage will be given to Master's)		20
3.2	Team Leader: relevance of the experience in graduate assessment and selection, including use of psychometric tools and conducting assessment centres (only team leaders with at least 3 years of experience in this will be considered).		80
3.4	Team Members: - Composition and structure of the team members proposed. - Are the proposed roles of the team (excluding the Team Leader) of key personnel suitable for the provision of the necessary services? - Relevance of the overall team experience in delivering online facilities for selection exercises and hosting virtual assessment centres		100
<b>Total Section 3</b>			<b>200</b>

## 6.2. Duration of work

- a. The Long-Term Agreement is expected to present a duration of one (1) year extendable to additional two (2) years subject to persistence of business requirements and satisfactory performance. The selection process for each cohort is expected to have a duration of six months.
- b. The first cohort presents an expected starting date of **3 January 2021** and expected completion date of **1 July 2021**. Subject to performance and availability of funds, a second cohort will also be conducted with the support of the engaged vendor through year 2022.

## 6.3 Framework Agreement

UNDP plans to enter into the Long-Term Agreement (LTA) with the TOP ranked successful bidder to assure resources availability at the required time frame and/or increased demand for services requested.

**Please note that the LTA does not form a financial obligation or commitment from UNDP at the time the LTA contract is signed, and that such an agreement is non-exclusive. When a specific need arises, the successful vendor will be approached and be provided with a specific TOR and deliverables (and time frame) but still within the scope of the responsibilities stated in the LTA.**

This LTA will present a cumulative ceiling amount that may accrue to the vendor during the life of the LTA, but said amount shall remain as an upper limit, and must not and cannot be interpreted nor understood as neither a financial commitment nor guarantee of business volume.

## **8. Background information for review**

8.1. [www.undp.org](http://www.undp.org)

8.2. [Job description template for graduate assignments.](#)

**ANNEX 3**  
**JOB DESCRIPTION TEMPLATE FOR GRADUATE ASSIGNMENTS**

<b>Position specific information</b>	
<b>Graduate functional title:</b> <b>Main sector of assignment:</b> <b>Detailed sector of assignment:</b> <b>Department:</b> <b>Reports to:</b> <b>Head of Office:</b>	<b>Grade Level:</b> (P1) <b>Country and Duty Station:</b> <b>Duty Station status:</b> <b>Duration and Type of Assignment:</b> One-year Temporary-Appointment (or IPSA – forthcoming new contractual modality), renewable for a second year, subject to satisfactory performance
<b>Job purpose and organisational context</b>	
<b>Job Purpose:</b> The purpose of the particular job is to XXX. (maximum 150 words) <b>Reporting structure and partners</b> XXX <b>Name of supervisor:</b> XXX <b>Title of Supervisor:</b> XXX	
<b>Responsibilities and Outputs</b>	
(Area 1) XXX	
(Area 2) XXX	
(Area 3) XXX	
(Area 4) Participate in a cross-organisational project, contribute to the development and implementation of a solution to address challenges and harness opportunities. Demonstrate an ability to work as part of a diverse team to advance innovation and continuous improvement. Detail and deliverables will be provided upon assignment of the project.	
<b>Content and methodology of supervision</b>	
As part of the UNDP Graduate programme, the graduate will benefit from the following supervision: <ul style="list-style-type: none"> <li>• Structured guidance provided by the supervisor, especially in the beginning of the assignment, with the purpose of gradually increasing the responsibilities of the graduate.</li> <li>• Establishment of a work plan, with clear key results.</li> <li>• Effective supervision through knowledge sharing and performance/development feedback throughout the assignment.</li> <li>• Easy access to the supervisor.</li> <li>• Participation in Unit/Team/Office meetings to ensure integration and operational effectiveness.</li> <li>• Guidance and advice in relation to learning and training opportunities.</li> <li>• Completion of regular performance appraisals and the yearly UNDP Performance Management Document (PMD)</li> </ul>	
<b>Competencies</b>	<b>Description of competency</b>
<b>Core competencies</b>	
Achieve results	<ul style="list-style-type: none"> <li>• Demonstrates focus on achieving quality results and objectives</li> <li>• Consistently strives to meet or exceed a standard of excellence; sets challenging goals and take calculated risks</li> <li>• Efficiently establishes appropriate plans and resources for self and others to accomplish goals</li> <li>• Holds self and others accountable for results</li> </ul>
Think innovatively and strive for excellence	<ul style="list-style-type: none"> <li>• Looks beyond conventional approaches and established methods</li> <li>• Proposes new ideas, approaches and solutions to problems</li> </ul>

	<ul style="list-style-type: none"> <li>Seeks patterns and clarity outside, across, beyond boxes and categories while resisting false certainty and simplistic binary choices</li> </ul>
Learn continuously	<ul style="list-style-type: none"> <li>Actively pursues opportunities for learning and self-development professionally and personally</li> <li>Keeps abreast of new developments in one's professional area</li> <li>Proactively seeks feedback, demonstrates a desire to learn from others as well as from experiences, both positive and negative</li> <li>Contributes to the learning of others</li> </ul>
Act with agility	<ul style="list-style-type: none"> <li>Is flexible in handling change, and adopts new ideas or approaches</li> <li>Seamlessly adapts to working within new situations or contexts, with new people, and in different ways</li> <li>Supports, contributes or drives to meaningful change in UNDP</li> <li>Is comfortable with ambiguity and juggling multiple demands</li> <li>Adopts and is comfortable with new more flexible ways of working</li> </ul>
Act with determination and resilience	<ul style="list-style-type: none"> <li>Pursues everything with energy and drive</li> <li>Does not give up in the face of adversity and setbacks; demonstrates resilience and composure</li> <li>Demonstrates courage, self-motivation and initiative to act on opportunities without being prompted by others</li> <li>Makes decisions with conviction, even in the face of uncertainty or limited information</li> </ul>
Engage and build relationships	<ul style="list-style-type: none"> <li>Acts in a way that demonstrates empathy and a consideration for the needs and feelings of others</li> <li>Demonstrates honesty and transparency</li> <li>Demonstrates and encourages teamwork and co-creation internally and externally to achieve joint goals</li> <li>Establishes and develops networks that deliver powerful collaborations</li> </ul>
Promote and enable inclusion	<ul style="list-style-type: none"> <li>Treats all individuals with respect, considers ethical implications and responds sensitively to differences</li> <li>Ensures individuals feel valued for being different but also as though they belong, creating an inclusive environment</li> <li>Understands and appreciates issues from the perspective of other cultures and countries</li> <li>Role models the UN value of respect for diversity</li> </ul>
Act with humility	<ul style="list-style-type: none"> <li>Encourages and respects the views of others; accepts views and ideas other than one's own</li> <li>Is authentic; is modest, gets things done without unnecessary noise</li> <li>Admits flaws and mistakes</li> </ul>
<b>Cross-functional competencies</b>	
Working with evidence and data	<ul style="list-style-type: none"> <li>Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making</li> </ul>
System thinking	<ul style="list-style-type: none"> <li>Ability to use objective problem analysis and judgement to understand how interrelated elements coexist within an overall process or system, and to consider how altering one element can impact on other parts of the system</li> </ul>
Digital awareness and literacy	<ul style="list-style-type: none"> <li>Ability and inclination to rapidly adopt new technologies, either through skilfully grasping their usage or through understanding their impact and empowering others to use them as needed</li> </ul>
Communicating with impact	<ul style="list-style-type: none"> <li>Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to listen, check the understanding and keep people informed</li> <li>• Ability to manage communications externally, including with media, partners</li> <li>• Ability to tailor messages and choose communication methods depending on the audience</li> <li>• Ability to analyse and effectively use social media and other communication channels</li> </ul>
<b>Recruitment qualifications</b>	
<b>Nationality and diversity:</b>	<p>Candidates must be nationals of a country where UNDP works to help achieve sustainable development.</p> <p>Candidates holding dual nationality must have home address in one of the above countries.</p> <p>XXX specific criteria as per targeted outreach. (Social mobility criteria e.g. first generation and how to evidence).</p>
<b>Education:</b>	<p>Master's or Bachelor's Degree in a relevant field of expertise such as political science, public administration, international relations, development studies, environmental science or other education relevant to the position.</p> <p>The candidates' academic training (BA and/or MA) must have taken place in a country where UNDP works to help achieve sustainable development.</p>
<b>Experience:</b>	<p>The UNDP Graduate Programme is designed for recent graduates; therefore:</p> <ol style="list-style-type: none"> <li>1. If holding a Master's Degree, a maximum of one year of relevant paid working experience.</li> <li>2. If holding a Bachelor's Degree, a minimum of two and a maximum of three years of relevant paid working experience.</li> <li>3. Highly desirable: paid or unpaid experience of working within -             <ol style="list-style-type: none"> <li>a National or local governments;</li> <li>b International affairs and/or international development corporation;</li> <li>c The field of social work;</li> <li>d Civil society organisations;</li> <li>e NGOs.</li> <li>f International organisations;</li> <li>g A group advancing innovative solutions to improve the lives of others.</li> </ol> </li> </ol>
<b>Language requirements:</b>	Working knowledge of English.
<b>Other desirable education, languages and work experience:</b>	For some roles, working knowledge of French and/ or Spanish can be a requirement or a considerable asset.
<b>Background Information</b>	
<p><b>Information on the receiving office:</b> (Receiving office to insert brief and relevant information. We recommend referring to and including functioning links.)</p> <p><b>Organisation chart:</b> Attach an up-to-date organisation chart of the office and indicate where the graduate would be assigned</p> <p><b>Living conditions at the Duty Station:</b> Add functioning links as relevant</p>	

**ANNEX 4 – FORM A****FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>5</sup>**

***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>6</sup>)***

[insert: Location].

[insert: Date]

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

Dear Sir/Madam:

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

**Form 1: Qualifications of the Service Provider**

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

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

**Form 2: Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work. The proposal should also cover the implementation timetable as well as the profile of key personnel assigned for the execution of this contract.*

<sup>5</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>6</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

**Form 3: Qualifications of Key Personnel**

*The Service Provider must provide:*

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

**Offer to Comply with Other Conditions and Related Requirements**

<b>Other Information pertaining to our Quotation are as follows:</b>	<b>Your Responses</b>		
	<b><i>Yes, we will comply</i></b>	<b><i>No, we cannot comply</i></b>	<b><i>If you cannot comply, pls. indicate counter proposal</i></b>
Technical responsiveness/Full compliance to requirements listed in Annex 2			
Validity of Quotation, 120 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			
Submission of mutual non-disclosure agreement.			
Understanding that the UNDP is establishing a Long-Term Agreement with an external vendor and that the award of the Long-Term Agreement does not conform a financial obligation between the parties.			

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 Service Provider signatory authority]*

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

#### **ANNEX 4 – FORM B: 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.
- Please note that the LTA does not form a financial obligation or commitment from UNDP at the time the LTA contract is signed, and that such an agreement is non-exclusive. When a specific need arises, the successful vendor will be approached and be provided with a specific TOR and deliverables (and time frame) but still within the scope of the responsibilities stated in the LTA.**
- This LTA will present a cumulative ceiling amount that may accrue to the vendor during the life of the LTA, but said amount shall remain as an upper limit, and must not and cannot be interpreted nor understood as neither a financial commitment nor guarantee of business volume.

**TABLE 1: COHORT 1 – COST BREAKDOWN**

***Important Note:** Bidders are being requested to include a cost in all cells with red text (please remove the red text as the figures are being included). Some of the items require the proposal of a cost per candidate and others request a cost for the total delivery of the activity. Please strictly follow the instructions in the tables when formulating your proposal.*

#### **SUMMARY TABLE – COHORT 1:**

<b>Deliverable</b>	<b>Scenario 1</b>	<b>Scenario 2</b>
<b>5.1.1.</b> Online application screening of candidates for UNDP Graduate Programme (stage 1 – checking minimum criteria).	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 4000).
<b>5.1.2.</b> Online exercises: Situational Judgement Test, numerical ability test or alternatively game-based assessment in the selection of candidates for UNDP Graduate Programme (stage 1 – preliminary).	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
<b>5.1.3.</b> Online exercises: e-tray exercise and video interviews in the selection of candidates for UNDP Graduate Programme. (stage 2 – intermediate).	Cost per candidate for up to 200 applicants.	Cost per candidate for over 200 applicants
<b>5.1.4.</b> Organising, hosting, facilitating and assessing (with UNDP assessors) virtual assessment centres for the selection of candidates for UNDP Graduate Programme including producing all associated materials (stage 4 – final).	-Total cost for one (1) virtual assessment centre for a total of up to 25 candidates. -Total cost per additional second stream assessment centre for up to 15 candidates.	



**COST BREAKDOWN– COHORT 1:***5.1.1. Online application screening of candidates for UNDP Graduate Programme.*

Activity (all virtual/remote)	Scenario 1	Scenario 2
Set-up digital testing platform offering seamless candidate experience	One-time costs for branding, configuration and integration with UNDP ATS (regardless of the number of candidates at this stage).	
Screen applications in response to UNDP Graduate Programme attraction campaign and filter according to requirement to meet minimum criteria.	Cost per candidate up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 4000).

*5.1.2. Online exercises: Situational Judgement Test, Numerical ability test in the selection of candidates for UNDP Graduate Programme.*

Activity (all virtual/remote)	Scenario 1	Scenario 2
Supply an off-the-shelf numerical ability test that can be completed in multiple languages.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
Provide a Situation Judgement Test that is fits with UNDP's environment.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
(As an alternative test option for UNDP's consideration) Provide a game-based assessment to support the selection of candidates that fit UNDP's graduate profile.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
Set-up and administer online exercises based on a list of candidates that have met the minimum criteria on their application form. Provide candidates with the rationale for using tests and also direct them to practice tests.	Cost per candidate for up to 2000 applicants. Including generic result reports	Cost per candidate for over 2000 applicants (maximum of 3000). Including generic result reports

*5.1.3. Online exercises: e-tray exercise and video interviews in the selection of candidates for UNDP Graduate Programme.*

Activity (all virtual/remote)	Scenario 1	Scenario 2
Provide an e-tray exercise that simulates the type of tasks graduates will face in UNDP, this can be adapted from an existing exercise.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Work with question bank provided by UNDP against the graduate competencies to create the basis for an asynchronous video interview.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Set-up and administer online e-tray exercise and asynchronous video interview based on a list of candidates that have been shortlisted from the previous exercises (detailed in 5.1.2.). Provide candidates with the rationale for using exercises and also direct them to practice exercises.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.

#### 5.1.4. Organizing, hosting, facilitating and assessing (with UNDP assessors) virtual assessment centers

Activity (all virtual)	Cost per exercise
Design and develop virtual assessment centre content and structure, including: two group simulation exercises and in-depth interview based on competency questions provided by UNDP and the results of a psychometric tool sent in advance, evaluation and ranking methodology	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Provide a psychometric tool such as a personality questionnaire or EQ test that can be a basis for a selection of questions in the in-depth interview during the virtual assessment centre.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Produce virtual assessment centre documents for candidates and assessors as needed to underpin the group simulation exercises, this could include case studies, scenarios, role play activities. In-depth interview materials including competency questions provided by UNDP and follow-up questions to the psychometric tool. Evaluation forms and ranking methodology.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Manage the invitation process to candidates that successfully progressed through 5.1.3. and all aspects of setting up and hosting the virtual assessment centre. Provide candidates with information about what is being assessed during the assessment centre and the format for the event.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Set-up and administer online psychometric tool in advance of the virtual assessment centre to provide input into the in-depth interview.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting
Develop and conduct 2-hour virtual training sessions for assessors including UNDP HR team members, hiring managers and UNDP stakeholders.	B) Costs per additional second stream assessment centre for up to 15 candidates
Facilitate a virtual assessment centre (1 Centre Manager)	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Assess candidates at a virtual assessment centre alongside UNDP HR team, hiring managers and UNDP stakeholders.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting

	B) Costs per additional second stream assessment centre for up to 15 candidates
Deliver simulation exercises and coordinate in-depth interviews at a virtual assessment centre involving UNDP HR team and managers.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Produce a final overall assessment centre report and results analysis including adverse impact assessment.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates

### **OTHER COSTS**

If UNDP decides to conduct the first phases of the assessment/evaluation internally, the vendor will need to migrate the data from the UNDP to its platform. For this, IT support might be necessary.

In the table below, you are kindly asked to include a not to exceed hourly rate that reflects the additional cost of IT support required for said migration<sup>7</sup>.

<b>Description</b>	<b>Unit (hour)</b>	<b>Unit Price (USD)</b>
IT Support for data migration	1 working hour	
Other related expenses		

<sup>7</sup> Please amend the table as needed.

**TABLE 2: COHORT 2 – COST BREAKDOWN<sup>8</sup>**

**Important Note:** Bidders are being requested to include a cost in all cells with red text. Some of the items require the proposal of a cost per candidate and others request a cost for the total delivery of the activity. Please strictly follow the instructions in the tables when formulating your proposal.

**SUMMARY TABLE – COHORT 2:**

Deliverable	Scenario 1	Scenario 2
<b>5.1.1.</b> Online application screening of candidates for UNDP Graduate Programme (stage 1 – checking minimum criteria).	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 4000).
<b>5.1.2.</b> Online exercises: Situational Judgement Test, numerical ability test or alternatively game-based assessment in the selection of candidates for UNDP Graduate Programme (stage 1 – preliminary).	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
<b>5.1.3.</b> Online exercises: e-tray exercise and video interviews in the selection of candidates for UNDP Graduate Programme. (stage 2 – intermediate).	Cost per candidate for up to 200 applicants.	Cost per candidate for over 200 applicants
<b>5.1.4.</b> Organising, hosting, facilitating and assessing (with UNDP assessors) virtual assessment centres for the selection of candidates for UNDP Graduate Programme including producing all associated materials (stage 4 – final).	-Total cost for one (1) virtual assessment centre for a total of up to 25 candidates. -Total cost per additional second stream assessment centre for up to 15 candidates.	

**COST BREAKDOWN– COHORT 2:***5.1.1. Online application screening of candidates for UNDP Graduate Programme.*

Activity (all virtual/remote)	Scenario 1	Scenario 2
Set-up digital testing platform offering seamless candidate experience	One-time costs for branding, configuration and integration with UNDP ATS (regardless of the number of candidates at this stage).	
Screen applications in response to UNDP Graduate Programme attraction campaign and filter according to requirement to meet minimum criteria.	Cost per candidate up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 4000).

<sup>8</sup> As per the TOR, there is a possibility that UNDP decides to solicit the engage vendor's support to conduct cohort No. 2 during the validity of the Long-Term Agreement. Please submit the financial proposal for Cohort No. 2 following the instructions provided in Table 2. We note in advance that, considering the gained experiences through Cohort. No. 1, the price for Cohort 2 is expected to be lower at least for those items that require the integration with the UNDP Application Tracking System (for which the vendor would have already spent additional efforts during Cohort No.1).

*5.1.2. Online exercises: Situational Judgement Test, Numerical ability test in the selection of candidates for UNDP Graduate Programme.*

Activity (all virtual/remote)	Scenario 1	Scenario 2
Supply an off-the-shelf numerical ability test that can be completed in multiple languages.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
Provide a Situation Judgement Test that is fits with UNDP's environment.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
(As an alternative test option for UNDP's consideration) Provide a game-based assessment to support the selection of candidates that fit UNDP's graduate profile.	Cost per candidate for up to 2000 applicants.	Cost per candidate for over 2000 applicants (maximum of 3000).
Set-up and administer online exercises based on a list of candidates that have met the minimum criteria on their application form. Provide candidates with the rationale for using tests and also direct them to practice tests.	Cost per candidate for up to 2000 applicants. Including generic result reports	Cost per candidate for over 2000 applicants (maximum of 3000). Including generic result reports

*5.1.3. Online exercises: e-tray exercise and video interviews in the selection of candidates for UNDP Graduate Programme.*

Activity (all virtual/remote)	Scenario 1	Scenario 2
Provide an e-tray exercise that simulates the type of tasks graduates will face in UNDP, this can be adapted from an existing exercise.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Work with question bank provided by UNDP against the graduate competencies to create the basis for an asynchronous video interview.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.
Set-up and administer online e-tray exercise and asynchronous video interview based on a list of candidates that have been shortlisted from the previous exercises (detailed in 5.1.2.). Provide candidates with the rationale for using exercises and also direct them to practice exercises.	Cost per exercise for up to 200 applicants.	Cost per exercise for over 200 applicants.

*5.1.4. Organizing, hosting, facilitating and assessing (with UNDP assessors) virtual assessment centers*

Activity (all virtual)	Cost per exercise
Design and develop virtual assessment centre content and structure, including: two group simulation exercises and in-depth interview based on competency questions provided by UNDP and the results of a psychometric tool sent in advance, evaluation and ranking methodology	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Provide a psychometric tool such as a personality questionnaire or EQ test that can be a basis for a selection of questions in the in-depth interview during the virtual assessment centre.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting

	B) Costs per additional second stream assessment centre for up to 15 candidates
Produce virtual assessment centre documents for candidates and assessors as needed to underpin the group simulation exercises, this could include case studies, scenarios, role play activities. In-depth interview materials including competency questions provided by UNDP and follow-up questions to the psychometric tool. Evaluation forms and ranking methodology.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Manage the invitation process to candidates that successfully progressed through 5.1.3. and all aspects of setting up and hosting the virtual assessment centre. Provide candidates with information about what is being assessed during the assessment centre and the format for the event.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Set-up and administer online psychometric tool in advance of the virtual assessment centre to provide input into the in-depth interview.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting
Develop and conduct 2-hour virtual training sessions for assessors including UNDP HR team members, hiring managers and UNDP stakeholders.	B) Costs per additional second stream assessment centre for up to 15 candidates
Facilitate a virtual assessment centre (1 Centre Manager)	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Assess candidates at a virtual assessment centre alongside UNDP HR team, hiring managers and UNDP stakeholders.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Deliver simulation exercises and coordinate in-depth interviews at a virtual assessment centre involving UNDP HR team and managers.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting B) Costs per additional second stream assessment centre for up to 15 candidates
Produce a final overall assessment centre report and results analysis including adverse impact assessment.	A) Costs for one virtual assessment centre for up to 25 candidates, including design, organization, delivery, assessors, role-players, facilitation, and reporting

	B) Costs per additional second stream assessment centre for up to 15 candidates
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**OTHER COSTS**

If UNDP decides to conduct the first phases of the assessment/evaluation internally, the vendor will need to migrate the data from the UNDP to its platform. For this, IT support might be necessary.

In the table below, you are kindly asked to include a not to exceed hourly rate that reflects the additional cost of IT support required for said migration<sup>9</sup>.

Description	Unit (hour)	Unit Price (USD)
IT Support for data migration	1 working hour	
Other related expenses		

<sup>9</sup> Please amend the table as needed.