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

<table>
<thead>
<tr>
<th>NAME &amp; ADDRESS OF FIRM</th>
<th>DATE: February 25, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>REFERENCE: C2021-006</td>
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</tbody>
</table>

Dear Sir / Madam:

We kindly request you to submit your Proposal for C2021-006 Organization to support youth skills development grant programme in the Asia-Pacific Region.

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

Proposals may be submitted on or before Monday, March 15, 2021 and via email:

United Nations Development Programme  
No.2 Liangmahe South Rd. Chaoyang District, Beijing  
Han Xu /Operation Assistant, UNDP  
Bids.china@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 120 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. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.
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 attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

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 Provider’s 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/business/protest-and-sanctions.html

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

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf
Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Yunyan Ge
Operation Manager, UNDP
2/24/2021
## Description of Requirements

<table>
<thead>
<tr>
<th>Context of the Requirement</th>
<th>C2021-006 Organization to support youth skills development grant programme in the Asia-Pacific Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Partner of UNDP</td>
<td>Please find detailed information in Annex 3</td>
</tr>
</tbody>
</table>
| Brief Description of the Required Services¹ | - Call for application to receive proposal for expanding youth skills development and community building within the scope of the Movers Programme;  
  - Based on the application received, provide capacity development support, financial resources and access to various networks in order to support youth-led organizations across the region; and  
  - Monitor and evaluate the impacts of these investments and interventions to further strengthen the youth empowerment ecosystem in Asia and the Pacific. |
| List and Description of Expected Outputs to be Delivered | - Finalized workplan on youth empowerment grant programme  
  - Call for application and selection of grant recipients  
  - Final report on the grants program |
| Person to Supervise the Work/Performance of the Service Provider | Youth Development Specialist of UNDP China |
| Frequency of Reporting | Completion of each output |
| Progress Reporting Requirements |  

| Location of work | □ Exact Address/es [pls. specify]  
  □ At Contractor’s Location |
| Expected duration of work | From 1st April 2021 to 31st January 2022 |
| Target start date | 1st April 2021 |
| Latest completion date | 31st January 2022 |
| Implementation Schedule | ☑ Required |

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.
| Indicating breakdown and timing of activities/sub-activities | □ Not Required |
| Names and curriculum vitae of individuals who will be involved in completing the services | ☒ Required |
| ☐ Not Required |
| Currency of Proposal | ☒ United States Dollars |
| ☐ Euro |
| ☒ Local Currency (CNY) |
| Value Added Tax on Price Proposal² | ☒must be inclusive of VAT and other applicable indirect taxes |
| ☐ must be exclusive of VAT and other applicable indirect taxes |
| Validity Period of Proposals (Counting for the last day of submission of quotes) | ☐ 60 days |
| ☐ 90 days |
| ☒ 120 days |
| In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal. |
| Partial Quotes | ☒ Not permitted |
| ☐ Permitted [pls. provide conditions for partial quotes, and ensure that requirements are properly listed to allow partial quotes (e.g., in lots, etc.)] |
| Payment Terms³ | Outputs | Percentage | Timing | Condition for Payment Release |
| Output 1 | 20% | Finalized workplan on youth empowerment grant programme (details) | Within thirty (30) days from the date of meeting the following conditions: |

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ 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.
<table>
<thead>
<tr>
<th>Output 2</th>
<th>60%</th>
<th>Call for application and selection of grant recipients (details see Annex 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 3</td>
<td>20%</td>
<td>Final report on the grants program (details see Annex 3)</td>
</tr>
</tbody>
</table>

Person(s) to review/inspect/approve outputs/complete services and authorize the disbursement of payment:

Regional Youth Project Manager, UNDP Bangkok Regional Hub

**Type of Contract to be Signed**

- ☐ Purchase Order
- ☐ Institutional Contract
- ☐ Contract for Professional Services
- ☐ Long-Term Agreement\(^4\) (If LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)
- ☐ Other Type of Contract [pls. specify]

**Criteria for Contract Award**

- ☐ Lowest Price Quote among technically responsive offers
- ☐ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)
- ☐ Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.

**Criteria for the Assessment of Proposal**

**Technical Proposal (70%)**

- ☐ Expertise of the Firm 35%
- ☐ Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 14%
- ☐ Management Structure and Qualification of Key Personnel 21%

**Financial Proposal (30%)**

To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.

\(^4\) Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed $200,000.00.
| UNDP will award the contract to: | ☑ One and only one Service Provider  
☐ One or more Service Providers, depending on the following factors: [Clarify fully how and why will this be achieved. Please do not choose this option without indicating the parameters for awarding to multiple Service Providers] |
| Contract General Terms and Conditions | ☑ General Terms and Conditions for contracts (goods and/or services)  
☐ General Terms and Conditions for de minimis contracts (services only, less than $50,000) |
| Applicable Terms and Conditions are available at: | http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html |
| Annexes to this RFP | ☐ Form for Submission of Proposal (Annex 2)  
☒ Detailed TOR [optional if this form has been accomplished comprehensively]  
☐ Others [pls. specify] |
| Contact Person for Inquiries (Written inquiries only) | Han Xu  
Operation Assistant/UNDP  
Bids.china@undp.org  
Any delay in UNDP’s response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers. |
| Other Information [pls. specify] | |

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5 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.
6 Where the information is available in the web, a URL for the information may simply be provided.
7 A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereina.
8 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.
FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

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

To: UNDP

Dear Sir/Madam:

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

A. Qualifications of the Service Provider

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

a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
   • possess the Capacity development activities can vary between webinars, networking, mentoring sessions, technical courses etc.
   • show strong interest in supporting Movers Programme, including academia, government agencies and private sectors, etc.
   • At least 3 years of relevant experience in the areas of youth development through SDGs, community building and social entrepreneurship

b) Proven (minimum 3 years) specialized knowledge and experience on youth engagements in Asia-Pacific region

   • Adequate resources and operational capacity to carry out proposed activities, number of teammates and capacity to distribute funds to countries in the Asia-Pacific region;

   • Strong connection with government agencies, development agencies, civil society, academics, donors, relevant professionals, business community in the local context for outreaching and supporting young people

b) Business Licenses – Registration Papers, Tax Payment Certification, etc.

c) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references; The Track Record should support

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9 This serves as a guide to the Service Provider in preparing the Proposal.
10 Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes
B. Proposed Methodology for the Completion of Services

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

a) Call for application to receive proposal from youth-led organizations, based on the criteria and requirements approved by UNDP
b) Provide capacity development support, financial resources and access to networks support to most promising proposals.
c) Monitor and evaluate impacts of the resources and networks provided to further strengthen future initiatives

C. Qualifications of Key Personnel

If 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.; personnel should;
b) CVs for key personnel demonstrating qualifications must be submitted: 1 team leader and 1 Project Coordinator (requirement see Annex 3)
c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per Deliverable*

<table>
<thead>
<tr>
<th>Deliverables [list them as referred to in the RFP]</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Deliverable 1</td>
<td></td>
<td></td>
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<tr>
<td>2 Deliverable 2</td>
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<td>....</td>
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<tr>
<td>Total</td>
<td>100%</td>
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</tbody>
</table>

*This shall be the basis of the payment tranche

E. Cost Breakdown by Cost Component [This is only an Example]:

<table>
<thead>
<tr>
<th>Description of Activity</th>
<th>Remuneration per Unit of Time</th>
<th>Total Period of Engagement</th>
<th>No. of Personnel</th>
<th>Total Rate</th>
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<tbody>
<tr>
<td>1. Personnel Services</td>
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<tr>
<td>1. Services from Home Office</td>
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<tr>
<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
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<tr>
<td>2. Services from Field Offices</td>
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<tr>
<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
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<tr>
<td>3. Services from Overseas</td>
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<tr>
<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
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<tr>
<td>II. Out of Pocket Expenses</td>
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<tr>
<td>1. Travel Costs</td>
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<tr>
<td>2. Daily Allowance</td>
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<tr>
<td>3. Communications</td>
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<tr>
<td>4. Reproduction</td>
<td></td>
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<tr>
<td>5. Equipment Lease</td>
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<tr>
<td>6. Others</td>
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<tr>
<td>III. Other Related Costs</td>
<td></td>
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</tbody>
</table>

[Name and Signature of the Service Provider’s Authorized Person]
[Designation]
[Date]
Terms of Reference
Call for service – Organization to support youth skills development grant programme in the Asia-Pacific Region

a. Background Information and Rationale, Project Description

a.1) Brief context: Youth, Global Goals and UNDP in Asia and the Pacific

The 2030 Agenda for Sustainable Development recognizes the important role of youth in achieving the Sustainable Development Goals (SDGs or Global Goals) and calls for action against the challenges faced by young people that limits their economic, social and political inclusion. Today, young people are more connected, more creative, more informed and more persuasive than any previous generation. Young people are responding to the challenges of the day with innovative approaches, contributing fresh ideas, creating the world they want, and driving human development for themselves, their communities and their societies. But at the same time, approximately 300 million young people are either unemployed or underemployed[11]. In other words, nearly half of the 700 million young people in the region face economic insecurity. In addition, many young people are left out of the decision-making process, which further contributes to their marginalization and exclusion.

a.2) Movers Programme – Skills Development and Youth Community Building Initiative

Since 2017, UNDP and like minded partners are working closely to support young people across the region to develop 21st century skills, improve employability, sustain entrepreneurial endeavors and create an enabling environment for inclusive political and civic participation.

The Movers Programme is a youth-led movement under the Regional Youth Empowerment Programme that aims to support future-ready youth through 21st century skills development, and empower them to take actions to support the SDGs in their communities. With our strong network of partners dedicated to youth empowerment, we are on a mission to leave no youth behind; we aim to reach the most vulnerable groups and empower them through a train-the-trainer methodology. We envision youth to take ownership of the movement and train other youth in their respective communities, while developing leadership and other essential skills such as employability in the process.

b. Specific Objectives

The objectives of the Movers programme are:
1. Recognize young people as active agents for social change, economic development and innovation.
2. Develop young people as leaders to raise awareness and empower peers through actions for SDGs, digital literacy and 21st century skills; and
3. Create a network of partners to help young changemakers scale their impact and empower other youth in their communities through 21st century skills development.

c. Scope
The proposed activities will focus on expanding and deepening engagement with partners of the Movers Programme, closing the finance gap for SDGs and supporting volunteerism and community building, especially among the most vulnerable youth in the Asia-Pacific Region.

The activities will include:
• Call for application to receive proposal for expanding youth skills development and community building within the scope of the Movers Programme;
• Based on the application received, provide capacity development support, financial resources and access to various networks in order to support youth-led organizations across the region; and
• Monitor and evaluate the impacts of these investments and interventions to further strengthen the youth empowerment ecosystem in Asia and the Pacific.

The contractor is expected to work towards the work plan, and timelines mentioned in section E, to achieve the stated outputs.

d. Approach and Methodology
• Call for application to receive proposal from youth-led organizations, based on the criteria and requirements approved by UNDP
  The experts are expected to have the capacity to reach out to youth communities across the region to engage with them with the call for application process.

• Provide capacity development support, financial resources and access to networks support to most promising proposals
  The experts are expected to have a strong network of organizations and stakeholders working with and for youth.

• Monitor and evaluate impacts of the resources and networks provided to further strengthen future initiatives
  The experts are expected to have the capacity to monitor and evaluate the progress of these proposal submitted by youth-led organizations, in order to develop future programming support to youth community development across the Asia-Pacific region.

e. Deliverables and Schedules/Expected Outputs

The contracted company is expected to work towards the following work plan, and timelines to achieve the stated outputs.

<table>
<thead>
<tr>
<th>OUTPUTS</th>
<th>DELIVERABLES</th>
<th>DELIVERY DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Finalized workplan on youth empowerment grant programme</td>
<td>• Detailed workplan including draft call for application, grant disbursement, technical support and M&amp;E plan</td>
<td>30 April 2021</td>
</tr>
</tbody>
</table>
| b) Call for application and selection of grant recipients | • Finalize criterion for selecting the grant recipients.  
• Finalize call for | 31 June 2020 |
| c) Final report on the grants program | • Coordinate partner engagement with meetings and programme activities  
  • Finalize fund disbursement to selected grant recipients  
  • 2-3 capacity development activities (webinars, mentoring etc.) conducted for the grant recipients  
  • Final report approved by UNDP | 31 December 2021 |

f. Key Performance Indicators and Service Level

- **Smooth coordination of fund distribution**
  The contractor is required to make sure that all the selected grant recipients will receive the grants in a timely manner (within 1 month of announcing the winner). In case of complexities with fund transfer, contractor is required to update UNDP and seek further guidance on the next steps.

- **Minimum 15,000 participants through minimum 5 youth-led organizations at the end of the contract**
  The contractor is requested to engage at least 5 youth-led organizations from the Asia-Pacific region to support the grant program. The 5 youth-led organizations are expected to deliver training to 15,000 youth in total at the end of the grant programme.

- **Deliver minimum 2 capacity development activities for minimum of 80% of the grant recipients**
  Capacity development activities can vary between webinars, networking, mentoring sessions, technical courses etc.

- **Engagement of minimum 2 potential partners to continue support Movers Programme**
Potential partners who show strong interests in supporting Movers Programme, including academia, government agencies and private sectors, etc.

g. Governance and Accountability

The contracted company will report to the Youth and Civil Society Specialist UNDP Bangkok Regional Hub and work in close collaboration with other parties. The success of the project depends on the timely delivery of each component. The contractor should ensure timely identification of potential risks and signal any delays in deliverables. The contract will be effective immediately upon signature by UNDP.

UNDP will have the following responsibilities: (i) Provide relevant documents; (ii) Discuss and agree on the methodologies of the assignment; and (iii) Monitor and evaluate the progress of the assignment. The contract and payments will be performance-based and regularly assessed by the UNDP Bangkok Regional Hub.

The present ToR may be subject to modification, without changing the overall objectives and the scope of work, on the basis of mutual consultations. UNDP will hold the copyright of the assignment deliverables.

h. Facilities to be provided by UNDP

During the preparation stage and programme implementation stage, UNDP will provide necessary virtual and physical support based on the necessity.

UNDP is not able to assist with any financial instruments (setup of bank accounts etc.) that are necessary to transfer fund to youth led networks, the contractor is expected to adhere to all the governing regulations in relation to transfer of funds in selected countries.

i. Expected duration of the contract/assignment

The overall duration of work should be no less than 10 months (1 April 2021 – 31 January 2022). The expected date of full completion of the programme is 31 December 2021.

The contractor is expected to provide an update of progress to UNDP teams every month.

j. Duty Station

The contract is “home based”, with no travels required. The institutional partnership will be managed by the UNDP Bangkok Regional Hub. Representatives of the partner institution are not required to be present at UNDP Bangkok Regional Hub premises.

k. Professional Qualifications of the Successful Contractor and its key personnel

The assignment will be contracted to an organization with experience in the substantive area and knowledge of youth empowerment.

The contracted organization should have:

Experience
• At least 3 years of relevant experience in the areas of youth development through SDGs, community building and social entrepreneurship;
• Proven (minimum 3 years) specialized knowledge and experience on youth engagements in Asia-Pacific region;
• Adequate resources and operational capacity to carry out proposed activities, number of teammates and capacity to distribute funds to countries in the Asia-Pacific region;
• An ongoing programme related to supporting youth social entrepreneurship, innovation and SDGs is ideal.

Existing Network of Partners
• Strong connection with government agencies, development agencies, civil society, academics, donors, relevant professionals, business community in the local context for outreaching and supporting young people;

The contracted organization needs to engage team personnel, equivalent to the following minimum manpower and qualifications:

Team Leader (1 post)

Education
• Bachelor’s Degree or higher in any of the following subjects: social work, youth studies, sociology, development studies, or social and entrepreneurship study.

Experience
• At least 5-8 years of relevant experience in the areas of strengthening youth development, education, vocational development, social inclusion and development;
• Extensive experience of service development and policy advocacy;
• Experience in convening various stakeholders such as state sector, businesses, youth organizations, civil society and social enterprises;
• Expertise and knowledge of the Asia-Pacific region (working experience in minimum 3 Asia-Pacific countries)

Language requirement
• Excellent English, report writing, presentation and communication skills

Project Coordinator (1 post)

Education
• Bachelor’s Degree or higher in any of the following subjects: social work, youth studies, sociology, development studies, or social and entrepreneurship study.

Experience
• At least 2-3 years of relevant experience in the areas of strengthening communities, youth development, education, vocational development, social inclusion and development;
• Extensive experience of project and program coordination including fund distribution, impact measurement and reporting
Language requirement

- Excellent English, report writing, presentation and communication skills

I. Price and Schedule of Payments

The contract price is a fixed output-based price regardless of extension of the herein specific duration. In the computation of the proposed contract price, the proposal must include cost components relating to grants programme, transfer of funds, professional fees, and any other anticipated costs not listed below as separately covered by the assignment. The management fee including providing capacity development training to grant recipients should be no more than 20% of the whole proposal.

Payments shall be done on the basis of completion of each deliverable, upon verification of completion of deliverables and approval by the supervisor.

<table>
<thead>
<tr>
<th>Deliverables/Outputs</th>
<th>Breakdown with details</th>
<th>Percentage of Total Price (Weight for payment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1 - Finalized workplan on youth empowerment grant programme</td>
<td>• Detailed workplan including call for application, grant disbursement, technical support and M&amp;E plan</td>
<td>20%</td>
</tr>
</tbody>
</table>
| Deliverable 2 - Call for application and selection of grant recipients | • Finalized criterion for selecting the grant recipients.  
• Finalized call for application;  
• Outreached to youth groups to minimum 10 countries in the Asia-Pacific region  
• Finalized capacity development programme for grant recipients in collaboration with UNDP and other partners. | 60% |
| Deliverable 3 - Final report on the grants program | • Coordinated partners engagement with meetings and programme activities  
• Finalized fund disbursement to selected grant recipients  
• 2-3 capacity | 20% |
<table>
<thead>
<tr>
<th>development activities (webinars, mentoring etc.) conducted for the grant recipients</th>
<th>Total</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final report approved by UNDP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

m. **Additional References or Resources**
Movers Training Module Example:
https://docs.google.com/presentation/d/1ndAjt9yQHR7BH3qKiiCRU8ysDaCuJMrkdCkmwQeFrc/edit?usp=sh