

United Nations Development Programme



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REQUEST FOR PROPOSAL

Provision of Service to develop and facilitate a candidate assessment program

RFP No.: UNDP/OHR/RFP/2021/004

Project: UNDP Candidate Assessment Program

Country: UNDP HQ, New York, USA

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Contents

SECTION 1. LETTER OF INVITATION.....	4
SECTION 2. INSTRUCTION TO BIDDERS	5
A. GENERAL PROVISIONS.....	5
1. Introduction	5
2. Fraud & Corruption, Gifts and Hospitality	5
3. Eligibility.....	5
4. Conflict of Interests.....	6
B. PREPARATION OF PROPOSALS	6
5. General Considerations.....	6
6. Cost of Preparation of Proposal	6
7. Language	6
8. Documents Comprising the Proposal.....	6
9. Documents Establishing the Eligibility and Qualifications of the Bidder.....	7
10. Technical Proposal Format and Content	7
11. Financial Proposals	7
12. Proposal Security	7
13. Currencies	8
14. Joint Venture, Consortium or Association	8
15. Only One Proposal	9
16. Proposal Validity Period	9
17. Extension of Proposal Validity Period	9
18. Clarification of Proposal.....	9
19. Amendment of Proposals	9
20. Alternative Proposals	10
21. Pre-Bid Conference	10
C. SUBMISSION AND OPENING OF PROPOSALS.....	10
22. Submission	10
23. Deadline for Submission of Proposals and Late Proposals.....	11
24. Withdrawal, Substitution, and Modification of Proposals	11
25. Proposal Opening.....	12
D. EVALUATION OF PROPOSALS	12
26. Confidentiality.....	12
27. Evaluation of Proposals.....	12
28. Preliminary Examination	12
29. Evaluation of Eligibility and Qualification	12
30. Evaluation of Technical and Financial Proposals.....	13
31. Due Diligence	13
32. Clarification of Proposals	14
33. Responsiveness of Proposal	14
34. Nonconformities, Reparable Errors and Omissions	14
E. AWARD OF CONTRACT	15
35. Right to Accept, Reject, Any or All Proposals.....	15
36. Award Criteria	15
37. Debriefing	15
38. Right to Vary Requirements at the Time of Award	15
39. Contract Signature	15
40. Contract Type and General Terms and Conditions	15
41. Performance Security	15
42. Bank Guarantee for Advanced Payment.....	15
43. Liquidated Damages	16
44. Payment Provisions.....	16
45. Vendor Protest.....	16
46. Other Provisions	16

SECTION 3. BID DATA SHEET17

SECTION 4. EVALUATION CRITERIA20

SECTION 5. TERMS OF REFERENCE20

SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST33

 FORM A: TECHNICAL PROPOSAL SUBMISSION FORM34

 FORM B: BIDDER INFORMATION FORM.....35

 FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM37

 FORM D: QUALIFICATION FORM38

 FORM E: FORMAT OF TECHNICAL PROPOSAL41

 FORM F: FINANCIAL PROPOSAL SUBMISSION FORM.....44

 FORM G: FINANCIAL PROPOSAL FORM45

Section 1. Letter of Invitation

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

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
 - o Form A: Technical Proposal Submission Form
 - o Form B: Bidder Information Form
 - o Form C: Joint Venture/Consortium/Association Information Form
 - o Form D: Qualification Form
 - o Form E: Format of Technical Proposal
 - o Form F: Financial Proposal Submission Form
 - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to cpu.bids@undp.org, indicating whether you intend to submit a Proposal or otherwise. You may also utilize the “**Accept Invitation**” function in **eTendering system**, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Issued by:

Approved by:



Name: Ferouze Abdi Mohamed

Title: Procurement Analyst

Date: 9 March 2021

Name: Ali Tahsin Jumah

Title: Chief, Central Procurement Unit

Date: 9 March 2021

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d
	1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.
	1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.
2. Fraud & Corruption, Gifts and Hospitality	2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti
	2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.
	2.3 In pursuance of this policy, UNDP (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.
	2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscoc/conduct_english.pdf
3. Eligibility	3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.
	3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.

4. Conflict of Interests	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
B. PREPARATION OF PROPOSALS	
5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
7. Language	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>
8. Documents	<p>8.1 The Proposal shall comprise of the following documents:</p>

Comprising the Proposal	<ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
9. Documents Establishing the Eligibility and Qualifications of the Bidder	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
11. Financial Proposals	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
12. Proposal Security	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails:

	<p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
14. Joint Venture, Consortium or Association	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>

15. Only One Proposal	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
16. Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
17. Extension of Proposal Validity Period	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
18. Clarification of Proposal	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
19. Amendment of Proposals	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p>

	19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
20.Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21.Pre-Bid Conference	21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
C. SUBMISSION AND OPENING OF PROPOSALS	
22.Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS

	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>Email Submission</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected. <p>eTendering submission</p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS. d) 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: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/
<p>23. Deadline for Submission of Proposals and Late Proposals</p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>24. Withdrawal, Substitution, and Modification of Proposals</p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of</p>

	<p>Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25. Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
D. EVALUATION OF PROPOSALS	
26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27. Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28. Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29. Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; They have a good financial standing and have access to adequate financial

	<p>resources to perform the contract and all existing commercial commitments,</p> <ul style="list-style-type: none"> c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; d) They are able to comply fully with UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
31. Due Diligence	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the</p>

	<p>following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of Proposal	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Repairable Errors and Omissions	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction

	<p>of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35.Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36.Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37.Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38.Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary 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.
39.Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40.Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41.Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42.Bank Guarantee for Advanced Payment	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at

	https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43. Liquidated Damages	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44. Payment Provisions	44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
45. Vendor Protest	45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html
46. Other Provisions	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	<p>Will be Conducted Date: Thursday, 25 March 2021 Time: 9:00hrs, NY time</p> <p>The UNDP focal point for the arrangement is: Ferouze Abdi Mohamed Email: cpu.bids@undp.org</p> <p>Bidders must confirm their interest to participate in this pre-bid conference and provide their contact information (name, title, company, email address) by email to cpu.bids@undp.org no later than Tuesday, 23 March 2021. Please indicate subject line 'Registration for pre-bid conference – UNDP/OHR/RFP/2021/004'. The virtual meeting link will only be shared with participants who have confirmed their interest by the stated date.</p>
5	10	Proposal Validity Period	120 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed

9	40	Performance Security	Not Required
10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	10 days before the submission deadline Clarifications will be provided on rolling basis and last request for questions/clarifications should be submitted to UNDP no later than 10 days before the submission date.
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Ferouze Abdi Mohamed Address: Central Procurement Unit (CPU), New York, N.Y. 10017 E-mail address: cpu.bids@undp.org
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Posted directly to eTendering (https://etendering.partneragencies.org) and UNDP Procurement Notices Website (https://procurement-notices.undp.org/)
14	23	Deadline for Submission	As indicated in eTendering system Note that system time zone is in EST/EDT (New York) time zone.
14	22	Allowable Manner of Submitting Proposals	- e-Tendering
15	22	Proposal Submission Address	Proposals should be submitted through the UNDP eTendering system: https://etendering.partneragencies.org Event ID number: UNDP1-CPUP21-004
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Technical proposal and financial proposals <u>must</u> be submitted in separate files. ▪ Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP ▪ Max. File Size per transmission: 5MB
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively The minimum technical score required to pass is 70%.

18		Expected date for commencement of Contract	1 August 2021 (TBC)
19		Maximum expected duration of contract	Long term agreement (LTA) for 3 years with possibility of extension for additional 2 years, total of 5 years, subject to UNDP needs, availability of budget and satisfactory contract performance
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Long Term Agreement (LTA) http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Contracts http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	For regular updates on this RFP, please refer to the UNDP Procurement Notices website (https://procurement-notices.undp.org/76175) and UNDP eTendering System (https://etendering.partneragencies.org , Event ID number: UNDP1-CPUP21-004)

Section 4. Evaluation Criteria

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney, as applicable
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form

¹ Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

Previous Experience	Minimum 10 years of experience in designing and delivering leadership assessment centers and assessments for senior recruitments in multi-cultural and international organizations. This experience should include the ability to advise on, develop and facilitate online, virtual and in-person solutions of the outlined deliverables in the TOR.	Form E: Technical Proposal
	Minimum 3 contracts of similar value, nature and complexity implemented over the last 10 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD1,000,000 for the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. Financial Statements for the last 3 years to be provided. Dunn & Bradstreet report or Audited Financial Statement (Income Statement and Balance Sheet) including Auditor's Report for last three years duly certified by a Public Accountant, and with authentication of receiving by the Government's Internal Revenue Authority. Include any indication of credit rating, industry rating, etc. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience (bidder's track record, experience working with International Organizations, Governments, and/or multi-lateral organizations)	400
2.	Proposed Methodology, Approach and Implementation Plan	450
3.	Management Structure and Key Personnel	150
	Total	1000

Section 1. Bidder's qualification, capacity and experience (bidder's track record, experience working with International Organizations, Governments, and/or multi-lateral organizations)		Points obtainable
1.1(a)	Company standing in the industry (by reference to any certifications, analysis by independent research entities, other information on the firm's reputation)	50
1.1(b)	How successful is the general history of the firm regarding timely and successful completion of similar projects? Has the firm a track record working in a multicultural environment and relevant assessment experience working with International Organizations such as UN or multilateral organizations?	140
1.2	General organizational capability likely to affect implementation (i.e., loose consortium, holding company or one firm, size of the firm/organization, strength of project management support, e.g. project financing capacity and project management controls)	40
1.3	Extent to which any work would be subcontracted and how well subcontractor(s) measure up to the evaluation used for the Offeror (subcontracting carries additional risk, which may affect project implementation, but properly done it offers a chance to access specialized skills)	30
1.4	Has the Offeror demonstrated use of clear and strong quality assurance procedures, reflected in the effective management and successful outcomes of past projects?	30
1.5(a)	To what extent does the Offeror possess specific knowledge and experience in developing and managing Assessment Centers?	80
1.5(b)	What percentage of the Offeror's total business turnover relates to developing and managing Assessment Centers?	30
Total Section 1		400

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	How well has the Offeror demonstrated a thorough understanding of the purpose and scope of the project, as outlined in the Terms of Reference?	70
2.2	How closely does the Offeror's proposed solution and approach match the business requirements as outlined in the Terms of Reference? How well has the Offeror identified pertinent issues and potential problems related to the project? Have the important aspects of the task been addressed in sufficient detail?	100
2.3	How effectively does the Offeror describe the project implementation plan? Does the project plan appear logical and realistic, and promise efficient implementation of the	150

	project requirements and logically lead to the deliverables required, within the timelines indicated in the Terms of Reference?	
2.4	How well does the methodology depict a logical approach to fulfilling the requirements of the RFP, and how well does it contribute to achieving the objectives as outlined in the Terms of Reference?	50
2.5	How creative is the Offeror's solution/approach and has it offered the necessary flexibility to respond to evolving requirements resulting from organizational change in addition meeting the objectives of the RFP?	40
2.6	Does the Proposer have assessment tools (360-degree, Psychometric tests and others) readily available?	40
Total Section 2		450

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	Has the Offeror provided detailed, complete resumes for at least two personnel of each role of the proposed team that would be desirable individuals to be engaged in the work this project requires?		10
3.2	Is the proposed team strong, multi-cultural, and does it have specialized knowledge and experience in developing and managing Assessment Centers for and senior recruitments of staff of an international organization?		20
3.3	Organizational Experts with a minimum 10 years of similar, relevant experience, while support staff with minimum 5 years of relevant experience		120
	General Qualifications / Suitability for the Project		
3.3(a)	- Experience in assessment design and recruitments in a multi-cultural, international context;	30	
3.3(b)	-Academic Qualifications of relevant HR or other Diplomas/Certifications for personnel	10	
3.3(c)	- General competency in the area of human resources management, talent management and specifically, experience and specialized knowledge in designing and implementing Assessment Centres and senior recruitments;	40	
3.3(d)	- Prior experience in similar projects for organizations comparable to UN agencies;	30	
3.3(e)	- Language Qualifications (Proficiency in English is required, French and Spanish are desirable.)	10	
Total Section 3			150

Note: Offerors are required to submit two equally qualified CVs for each role with their proposal. Each proposed individual must possess a minimum of 10 years relevant experience. UNDP will evaluate both CVs against the requirements and constitute an average figure for each criterion as listed above in Form 3 of the Technical Proposal Evaluation.

Section 5. Terms of Reference

Services of a vendor to develop and facilitate a candidate assessment program for the selection of Country Office managers and for other Senior management positions

1. Objective

The Office of Human Resources (OHR), Bureau for Management Services (BMS), UNDP is seeking the services of a vendor to develop and facilitate assessment programs for selection processes for Country Office (CO) management positions as well as other senior management positions. The program will offer online exercises, interviews and psychometric tests as well as in-person and/or virtual assessment centers. The results of the program will provide inputs into an overall evaluation of candidates' suitability to assume specific management roles in UNDP. Final reports will document and explain the evaluations and recommendations of candidates to be selected for positions and/or placed into a corporate Candidate Pool, as well as recommendations for areas of development.

2. Information about UNDP

UNDP works in about 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. We help countries to develop policies, implement programmes, build leadership capacities and institutional capabilities.

UNDP's Strategic Plan (2018-2021) has been designed to be responsive to the wide diversity of the countries we serve. The diversity is reflected in three broad development contexts:

- Eradicate poverty in all its forms and dimensions
- Accelerate structural transformations
- Build resilience to shocks and crises

To respond to these issues, and better focus its resources and expertise to deliver on the 2030 Agenda, UNDP has identified a set of approaches that we call our Signature Solutions:

- Keeping people out of poverty
- Governance for peaceful, just, and inclusive societies
- Crisis prevention and increased resilience
- Environment: nature-based solutions for development
- Clean, affordable energy
- Women's empowerment and gender equality

In all our activities, we encourage the protection of human rights and the empowerment of women, minorities and the poorest and most vulnerable. UNDP's track record working across multiple goals provides a valuable experience and proven policy expertise to ensure we reach the targets set out in the SDGs by 2030.

Complementing the above-mentioned focus areas is the operational support for programming activities (referred to as operations) which encompasses finance, budget, human resources, procurement, logistics, accounting, work planning, assets management, travel, administration, cost recovery, ICT and business continuity.

UNDP also engages in extensive advocacy work about poverty issues. Its widely-cited Human Development Report (HDR) ranks every country each year in areas such as per-capita income, literacy, life expectancy and respect for women's rights. The goal is to put people back at the center of the development process.

3. Information about Corporate Assessments at UNDP

As part of implementing the People for 2030 Strategy, UNDP aims to improve its talent assessment and selection programs as well as its succession management initiatives. A strong succession planning function ensures continuity as well as the retention and development of leadership competencies, skills and institutional knowledge for the future. This in turn requires strong talent pipelines for critical roles with rigorous assessment and selection processes at various stages.

Therefore, UNDP is working to further enhance the assessment and selection of staff by building on best practices in assessment solutions and succession planning. Corporate assessment processes are currently used for CO management positions as part of the UNDP Candidate Pools program. Moving forward, UNDP intends to leverage assessment solutions for other senior management positions as well.

3.1 Background on the UNDP Candidate Pools

A Candidate Pool at UNDP is a group of candidates who are confirmed to meet qualifications and competency requirements of positions in an occupational group(s). Candidate Pools are a principal source of candidates for rotational international professional staff positions subject to sourcing through Candidate Pools. The functions to be performed by posts sourced through Candidate Pools are typically defined in generic job descriptions with reference to UNDP competencies.

Currently, the Candidate Pools at UNDP include the Resident Representative (RR) Pool for CO management positions and the Deputy Resident Representative (DRR) Pool for CO management deputy positions. The Candidate Pools program may be expanded to include other positions and functional areas in the future.

Once candidates have been assessed and, if successful, included in the respective Candidate Pool, they are eligible to apply for RR and/or DRR positions during UNDP's Annual Rotation Exercise (ARE). This is an annual, corporate and competitive selection process that starts with an application period, followed by a shortlisting procedure and finalized by a committee that provides selection recommendations for the UNDP Administrator's approval.

The UNDP Candidate Pools are a significant part of the organization's talent management approach, as it serves to identify, evaluate, develop and prepare for specific job roles, a cadre of staff that has been screened and approved and is ready to be deployed. The process enhances transparency and objectivity while it also reduces placement timelines as well as many working hours of administrative tasks.

3.2 The Candidate Pool Assessment Process

Once candidates apply to a Candidate Pool assessment process or for a senior management position, OHR facilitates a multi-tiered review process to shortlist candidates. Subsequently, the shortlisted candidates are expected to complete online assessment exercises and psychometric tests that provide information and insights about a person's behaviors, competencies and cognitive ability.

As part of the online assessment process, candidates may receive feedback on the results of the exercises/tests and a coaching session in preparation for management roles may also be offered at this stage. The results of the online assessment exercises are documented in reports and analyses for the candidates and the Organization.

Following the pre-assessment process, all or some of the shortlisted candidates participate in an in-person or virtual assessment center. The holistic candidate assessment process typically includes a variety of interactive exercises that are expected to measure a variety of aptitudes, competencies and skills on several levels related to management and leadership roles. The competencies to be evaluated, the rating scale and scoring system for each competency, and the methodology for reaching a final evaluation on the candidates are clearly

defined in consultation with UNDP and aligned to UNDP competencies. The results of the assessment center are documented in reports and analyses for the candidates and the Organization.

In delivering a fully-fledged Candidate Pools assessment process, the vendor will be expected to deliver the services outlined below in 5.1, 5.3 (if necessary) and 5.4. A Candidate Pools assessment process would typically start with online exercises (5.4) followed by an Assessment Center (5.1). If necessary, the vendor may be requested to make updates to existing assessment material (5.3).

4. Information on Recruitment Processes for Senior Management Positions

Currently, most recruitment processes for senior management positions at UNDP include a technical or written test and a competency-based panel interview. In line with numerous other initiatives as part of People for 2030, the further development of selection and assessment practices and solutions is central to the efforts of OHR to attract, select, strategically deploy and retain top talent.

Senior management positions may include roles such as Deputy Directors of Bureaus, Directors of Offices, Deputy Directors of Offices and Chiefs of Sections/Units.

At the beginning of the LTA, the vendor will be expected to design and deliver the one-time deliverable of a framework to assess and select candidates for senior management positions (5.2.1). In delivering assessment services for Senior Management Positions, the vendor will be expected to deliver the services outlined below in 5.2, 5.3 (if necessary) and 5.4. An assessment process for Senior Positions would typically start with online exercises (5.4), followed by virtual interactive exercises (5.2). If necessary, the vendor may be requested to make updates to existing assessment material (5.3).

5. Scope of the Service and Deliverable Outputs

This Request for Proposal (RFP) is to procure the services of a vendor that can offer services for the following three deliverables:

- Design and delivery of virtual and/or In-Person Assessment Centers for Candidate Pools
- Design and delivery of an assessment framework and virtual interactive assessment services for Senior Positions
- Update of Assessment Centers and virtual interactive assessment services
- Online exercises, interviews and psychometric tests for Candidate Pool Assessment Centers and Senior Management Recruitments

The contents and delivery of the assessment center is expected to be primarily in English and with the option for French and Spanish iterations. Translations of the assessment materials in French and Spanish as well as availability to take the online exercises, tests and questionnaires in French or Spanish is expected.

5.1 Design and delivery of Virtual and/or In-Person Assessment Centers for Candidate Pools

1. Design and deliver on Assessment Center content and structure to assess and select candidates for Candidate Pools in line with the respective role's competencies and requirements. The Assessment Centers may be facilitated virtually, or in-person as decided by UNDP.

2. Design and deliver in-person or virtual Assessment Centers with case studies, scenarios, exercises, interviews, ranking methodology and integration sessions to observe and evaluate agreed upon competencies and skills for senior management roles and/or pools. The content, structure and format of the Assessment Centers are to be agreed upon with UNDP. The content and exercises may include but are not limited to:

- a. Case studies with scenarios or separate, position-specific scenarios

- b. Simulation or role play exercises
 - c. In-tray or e-tray exercises
 - d. Team or group simulations/exercises
 - e. Technical tests or exercises designed to assess substantive knowledge, analytical skills and organizational awareness.
3. Design, develop and produce the documentation for Assessment Centers.
 4. Oversee, guide and manage assessors/consultants where they are used.
 5. Oversee, guide and manage actors/role players where they are used.
 6. Facilitate in-person or virtual Assessment Centers to evaluate candidates for a pool.
 7. Facilitate integration sessions for the assessors/consultants to determine a final evaluation of the candidate as observed during the Assessment Center.
 8. Prepare a final assessment report summarizing assessment findings with a final evaluation of and development recommendations/feedback for candidates to assume management roles in a Candidate Pool.
 9. Provide technical support for the candidates throughout the assessment process
 10. Each cohort is expected to take a maximum of three (3) months from the time the vendor receives the list of candidates from UNDP to delivering final assessment report

5.2 An Assessment Framework and Recruitment Services for Senior Positions

1. Design and deliver a framework to assess and select candidates for senior management positions in line with the respective role's competencies and requirements.
2. Design and deliver a library of virtual interactive assessment exercises with ranking methodology and integration sessions to observe and evaluate agreed upon competencies and skills for senior management roles. The content, structure and format of the assessment exercises are to be agreed upon with UNDP. The content and exercises may include but are not limited to:
 - a. Position-specific scenarios
 - b. Simulation or role play exercises
 - c. In-tray or e-tray exercises
 - d. Team or group simulations/exercises
 - e. Technical tests or exercises designed to assess substantive knowledge, analytical skills and organizational awareness.
3. Design, deliver and produce the documentation for the virtual interactive assessment exercises.
4. Oversee, guide and manage assessors/consultants where they are used.
5. Oversee, guide and manage actors/role players where they are used.
6. Facilitate virtual interactive assessment exercises to evaluate candidates for a management position.
7. Facilitate integration sessions for the assessors/consultants to determine a final evaluation of the candidate as observed during assessment exercises.
8. Prepare a final assessment report summarizing assessment findings with a final evaluation of and development recommendations for candidates to assume a senior management position.

5.3 Update of Assessment Centers and virtual interactive assessment services

In order to ensure that assessment processes follow best practices, remain contextually relevant and to maintain the confidentiality of exercises, UNDP may request that the vendor makes updates to the Candidate Pools assessment process and the virtual interactive exercises for senior positions.

1. Updates to the Candidate Pools assessment process may include changes to existing or newly designed case studies, scenarios, exercises, interviews and/or ranking methodology.
2. Updates may be requested once per year for the assessment process for each Candidate Pools position.
3. Updates to the virtual interactive exercises for the assessment process of senior positions may include changes to existing or newly designed interactive exercises and the respective ranking methodology.
4. Updates to interactive exercises for senior positions may be requested twice per year.

5.4 Online exercises, interviews and psychometric tests for Candidate Pool Assessment Centers and Senior Recruitments

1. Advise on set of online exercises, interviews and psychometric tests to assess candidates' competencies, skills and behaviors in consultation with UNDP and in line with UNDP competencies in respective job descriptions. These tests may include, but are not limited to:
 - a. 360-degree peer reviews
 - b. Personality assessment questionnaires
 - c. Cognitive ability tests
 - d. Situational judgement tests
 - e. Emotional intelligence tests
 - f. Pre-recorded (asynchronous) video interviews
 - g. Competency-based, motivational and/or technical structured interviews
 - h. Substantive tests on technical and/or UNDP knowledge that are developed by UNDP or by the vendor in collaboration with UNDP.
2. If necessary, develop bespoke online exercises, interviews and psychometric tests to assess candidates' competencies, skills and behaviors in consultation with UNDP and in line with UNDP competencies in respective job descriptions.
3. Provide access to and administer the online exercises, interviews and psychometric tests.
4. Provide technical support to accessing the online exercises, interviews and psychometric tests.
5. Communicate and follow-up with candidates to ensure timely completion of exercises, interviews and tests.
6. Provide results and analytical reports on the online exercises, interviews and psychometric tests to each candidate.
7. Provide up to two (2) feedback sessions of up to 1.5 hours per session to each candidate on all completed exercises and tests.
8. Prepare a summary report based on the online exercises, interviews and psychometric tests with a synthesis of the candidate's potential, skills gaps and development needs (content and format to be agreed upon with UNDP).
9. Prepare a report and overview of all candidates' results of the online exercises, interviews and tests to UNDP.
10. Provide an analysis and expert opinion to UNDP on the findings of the online exercises, interviews and tests in the context of career development, career and succession planning, and organizational change management.

6. Critical factors to consider during the development and facilitation of tests, exercises and assessments

The vendor is expected to continuously monitor and evaluate the success of the pre-assessment and assessment solutions with the flexibility to adjust to the needs of the Organization. Moreover, the proposal should offer quality and cost-efficiency, given the number of individuals to be assessed. Additionally, the vendor should demonstrate that the assessment process as well as any individuals taking part in the assessment center are sensitive to culture, gender, and other diversity perspectives of candidates from different countries and with diverse backgrounds.

The assessment techniques and methodologies to evaluate selected candidates for a given position or corporate candidate pool may vary with the competencies and the level of proficiency required. There will be four broad principles governing the assessment:

- **Consistency:** the same assessment tools, standards and, to the extent possible, the same assessors for each candidate
- **Transparency:** assessment standards, processes and criteria are clearly communicated and available to all

- **Confidentiality:** all organizational, candidate and assessment information is treated strictly confidential to adhere with requisite privacy policies and to ensure reliability and validity of assessment exercises.
- **Reliability and Validity:** the assessment results are consistent across time, exercises and ratings, while the exercises measure the required competencies, skills and/or behaviors.

7. Technological Arrangements

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 Applicant Tracking System, which is a cloud-based Oracle solution.

The vendor should also demonstrate that they can provide technological support to candidates throughout the pre-assessment and assessment or recruitment processes.

The vendor is expected to provide reasonable accommodations for persons with disabilities at any given point during the pre-assessment, assessment and/or recruitment processes.

8. Institutional Arrangements

The Long-Term Agreement will be supervised and managed by the Director, OHR or a designated project manager. Workplans on the respective deliverables will be agreed upon with the respective designated project manager based on the Organization's needs within the scope of the contract.

As part of the institutional arrangements, the vendor is expected to have regular planning meetings to determine possible upcoming assessment needs. Deliverables for Candidate Pools will typically require a lead time of approximately four (4) months. Deliverables for Senior Management Recruitments will typically require a lead time of two (2) to three (3) months.

The workplan for the fourth deliverable of the pre-screening questionnaire on candidates' organizational awareness and fit will be agreed upon with the Deputy Director, Talent and People Services, OHR.

9. Scope of Bid Price and Scheduled Payments

9.1 Scope of Bid Price

The price of services should be based on the predicted volume of required services as outlined in the below overview and be presented as per the tables in Form G: Financial Proposal Form. UNDP does not warrant any quantity of service shall be ordered during the term of the LTA and reserves the right to request all or some of the services outlined below for assessment and recruitment processes.

Deliverable	Estimated Volume
Design and delivery of virtual and/or In-Person Assessment Centers for Candidate Pools	Assessment Centers for a total of up to 120 candidates across multiple (maximum four) cohorts per year. - UNDP currently run Assessment Centers with approximately 60 candidates per cohort with 12 candidates and 6

	assessors per Assessment Center. These are only indicative numbers, and UNDP is open to innovative ideas for the design of Assessment Centers
Design and deliver a framework of virtual interactive assessment exercises to assess and select candidates for senior management positions	One framework
Design and deliver virtual interactive assessment services for Senior Positions	Up to 90 candidates per year (approx. 15 positions with approx. 6 candidates)
Online exercises, interviews and psychometric tests for Candidate Pool Assessment Centers and Senior Management Recruitments	Up to 450 candidates per year: - Up to 150 candidates for Candidate Pools assessments - Up to 300 candidates for senior recruitments (approx. 15 positions with approx. 20 candidates)

A detailed cost breakdown of the deliverables should be submitted, in a separate file, as part of the Financial Proposal, in a separate and password protected file, in line with the templates provided in Form G.

9.2 Schedule of Payments

The vendor is expected to submit a workplan and quotation based on the LTA to the designated project manager for approval prior to project initiation. Payment will be made upon successful completion of the project, approval of the deliverables by UNDP and upon submission of final invoices in line with the pricing schedule of the LTA.

10. Guidelines for proposals

The interested vendor should 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:

- industry best-practice methodologies for ensuring standardization and quality when assessing candidate.
- description of the process and tools for administering, identifying and if necessary, developing the online exercises, interviews, psychometric tests and feedback sessions.
- description of the process for developing assessment content and methodology.
- description of the process of facilitating the assessment process, including the personnel required for various parts of the process.
- description of the technological arrangements to deliver the pre-assessments and assessments online/remotely.
- a sample schedule of one Assessment Center, including overall time frame and number of candidates to be assessed.
- method and format of the candidate assessment reports to UNDP.
- description of the consideration of the critical factors outlined in this Request for Proposals.
- description of the process of research and analysis of best practices for the development of the questionnaire on candidates' organizational awareness and fit.
- demonstrated experience/track record in conducting similar assessments/evaluations with organizations of similar mandate and size, with a focus on the multi-lateral development sector.

11. Venue and Travel: Arrangements and Expenses

The venue of in-person Assessment Centers is normally at a regional or Country Office location where UNDP is present or at a location where the vendor is based and may vary with every assessment. The exact location will be communicated as soon as identified and with sufficient notice to the vendor to make the necessary arrangements.

UNDP will determine the location and will be responsible for the cost of venue(s). UNDP may request the vendor to arrange the venue, if the location selected is where the vendor is based or where the vendor may offer better value for money. UNDP will request for quotation from the vendor and will decide on the option that presents the best interest of the Organization. In such case, the vendor is expected to arrange reasonable accommodations for persons with disabilities as needed.

In the case of in-person Assessment Centers, the vendor is responsible for full cost of all travel, accommodation to/from the venue during the full assessment period(s) for all individuals associated with the vendor, including any advisors, consultants, assessors, psychologists, center managers, role players and/or actors hired through the vendor.

Payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and the vendor, prior to travel and will be reimbursed in line with UNDP Travel Policy. UNDP will not accept travel costs exceeding those of an economy class ticket. Should company personnel wish to travel on a higher class they must do so using their own resources. Under no circumstances will UNDP's reimbursement of living expenses exceed UNDP's DSA rates for each duty station (country) for the period of each assessment and as per UNDP DSA policy, reduced DSA rates will apply for provided meals and accommodations.

12. Expected duration of the contract

UNDP intends to enter into a Long-Term Agreement (LTA) with only one successful proposer for an initial period of three (3) years and with a possibility of extension for additional two (2) years, total of five (5) years, subject to UNDP needs, satisfactory contract performance and availability of budget.

13. Professional qualification of the Successful Contractor and its key personnel

The successful contractor should have at least 10 years prior experience in designing and delivering leadership assessment centers and assessments for senior recruitments in multi-cultural and international organizations. This experience should include the ability to advise on, develop and facilitate online, virtual and in-person solutions of the outlined deliverables. A proven track-record of at least 3 similar, relevant experiences and projects in the United Nations or comparable international organizations is an advantage.

The key personnel should be fully qualified with relevant degrees and/or certifications and include highly experienced Organizational Experts, advisors, psychologists and assessors with a minimum of 10 years of similar, relevant experience and support staff, assessment center managers with a minimum of 5 years of similar, relevant experience. All personnel, including actors/role players, should have experience in multi-cultural and international contexts. It is critical that all personnel are sensitive to culture, gender and other diversity perspectives of candidates from different countries and with diverse backgrounds. It is expected that the vendor fully trains its personnel both on the UNDP and international development context, as well as the specific assessment center exercises on which they will be working.

For assessment centers and senior management recruitments, UNDP expects that each candidate is reviewed by at least two assessors or psychologists to ensure integrity of the outcome. Additionally, the contractor needs to be able to demonstrate that a diverse and gender-balanced group of assessors, psychologists and actors/role players can participate in an assessment center or senior management recruitment.

The two CVs to be submitted for each role will be for evaluation purposes. While this should not limit the roster of personnel to participate in the design and/or delivery of the deliverables, UNDP expects professionals of the same or higher caliber to be assigned during the term of the contract.

Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope/password protected email)

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney ▪ Financial Statements for the last 3 years to be provided: Dunn & Bradstreet report or Audited Financial Statement (Income

Statement and Balance Sheet) including Auditor's Report for last three years duly certified by a Public Accountant, and with authentication of receiving by the Government's Internal Revenue Authority. Include any indication of credit rating, industry rating, etc.

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture **OR** ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

If JV/Consortium/Association, to be completed by each partner.

Historical Contract Non-Performance

☐ Contract non-performance did not occur for the last 3 years

☐ Contract(s) not performed for the last 3 years

Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

☐ No litigation history for the last 3 years

☐ Litigation History as indicated below

Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list at least three previous contracts of similar value, nature and complexity implemented over the last 10 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken (including the number of candidates assessed under this project)

Bidders may also attach their own Project Data Sheets with more details for assignments above.

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

Annual Turnover for the last 3 years	Year	USD
	Year	USD
	Year	USD
Latest Credit Rating (if any), indicate the source		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			

Net Profit			
Current Ratio			

☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- b) Historic financial statements must be audited by a certified public accountant;
- c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken. Please include the following:
 - (a) documents related to company profile, accreditation, etc.
 - (b) certification, recognition, award, or any relevant information with regards to the firm's reputation in the market.
 - (c) Projects successfully implemented in the past (at least 3 successful projects).
 - (d) Work with multicultural environment and relevant assessment experience with international organization.
- 1.2 Legal standing (Litigation and Arbitration history).
- 1.3 General organizational capability which is likely to affect implementation (i.e., loose consortium, holding company or one firm, size of the firm/organization, strength of project management support, e.g. project financing capacity and project management controls).
- 1.4 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 1.5 Quality assurance procedures and risk mitigation measures reflected in the effective management and successful outcomes of past projects.
- 1.6 Specialized knowledge:
 - (a) specific knowledge and experience in developing and managing Assessment Centers.
 - (b) Total business turnover relating to developing and managing Assessment Centers.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

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 sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve each of the deliverables in the Terms of Reference of the project, keeping in mind the appropriateness to the project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms; identify pertinent issues and propose possible solutions related to the project in sufficient detail.

- 2.3 An implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities for each deliverable that will be undertaken and their corresponding timing. **Please provide a spreadsheet to show the activities of each staff member and the time allocated for his/her involvement under each deliverable.**
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Elaborate how your proposed solution/approach offers the necessary flexibility to respond to evolving requirements resulting from organizational change in addition meeting the objectives of the RFP
- 2.6 Explain the assessment tools (360-degree, Psychometric tests and others) readily available in sufficient detail.
- 2.7 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.8 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Provide two equally qualified CVs for each role in the methodology using template provided below. Each individual must possess the relevant academic qualification and a minimum of 10 years of relevant experience for experts and minimum of 5 years for support staff. UNDP will evaluate both CVs against the requirements and constitute an average figure for each criterion as listed above in the Technical Proposal Evaluation.
- 3.2 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.

Format for CV of Proposed Key Personnel

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i> <ul style="list-style-type: none"> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
Employment Record/ Experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
References	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert] Reference 2: [Insert]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures]. Total of Tables 1 & 2.

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____
Title: _____
Date: _____
Signature: _____

[Stamp with official stamp of the Bidder]

Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder’s disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder’s Technical Proposal.

Currency of the proposal: **United States Dollars (USD)**

Forms of Tables 1, 2, 3, 4 and 5 available on the following pages

Table 1: Cost breakdown per deliverables for Candidate Pools*

Item No.	Description	UOM	Estimated quantity	Unit Price (Virtual)	Total (Virtual)	Unit Price (in-Person)	Total (in-Person)	Notes to bidders
1.1	Design of Assessment Centers for Candidate Pools (New)	per assessment center			\$ -		\$ -	Up to 120 candidates per year across multiple (maximum four) cohorts.
1.2	Design of updated Assessment Centers for Candidate Pools (Update)	per assessment center	1		\$ -		\$ -	Updates to Assessment Center content, structures and documents to keep Assessment Centers current and manage confidentiality
1.3	Online exercises, interviews and psychometric tests for Candidate Pool Assessment Centers	per candidate	150		\$ -			Up to 150 candidates per year for Candidate Pools assessments. License cost per candidate for each exercise, interview, test including generic result reports and feedback sessions.
1.4	Delivery of Assessment Centers of candidates	per candidate	120		\$ -		\$ -	Up to 120 candidates per year across multiple cohorts. Please indicate the number of assessors, actors, role players.
1.5	Final Assessment Center Report on each candidate	per candidate	120		\$ -		\$ -	Up to 120 candidates per year across multiple cohorts. Adjustment to final report at no additional cost.
Total lumpsum – Table 1								

* Please refer to Section 5: Terms of Reference for details on the above deliverables

Table 2: Cost breakdown per deliverables for Senior Management Positions*

Item No.	Description	UOM	Estimated quantity	Unit Price (Virtual)	Total (Virtual)	Unit Price (in-Person)	Total (in-Person)	Notes to bidders
2.1	A framework of virtual interactive assessment exercises to assess and select candidates for senior management positions	lumpsum	1		\$ -			One framework during the term of the LTA
2.2	Design virtual interactive assessment services for Senior Positions (New)	per position	15		\$ -			Up to 90 candidates per year (approx. 15 positions with approx. 6 candidates). Please indicate the number of assessors, actors, role players for each service.
2.3	Design of updated virtual interactive assessment services for Senior Positions (Update)	per position	15		\$ -		\$ -	Updates to assessment exercise content, structures and documents to keep exercises current and manage confidentiality
2.4	Online exercises, interviews and psychometric tests for Senior Management Recruitments	per candidate	300		\$ -			Up to 300 candidates per year for senior recruitments (approx. 15 positions with approx. 20 candidates). License cost per candidate for each exercise, interview, test including generic result reports and feedback sessions.
2.5	Delivery of Assessments of candidates at virtual interactive assessment exercises	per candidate	90		\$ -		\$ -	Up to 90 candidates per year (approx. 15 positions with approx. 6 candidates). Please indicate the number of assessors, actors, role players.
2.6	Final virtual interactive assessment exercises Report on each candidate	per candidate	90		\$ -		\$ -	Up to 90 candidates per year. Adjustment to final report at no additional cost.
Total lumpsum – Table 2								

* Please refer to Section 5: Terms of Reference for details on the above deliverables

Table 3: Cost breakdown by key personnel**

Item No.	Title of expert*	UOM	Daily rate (in-Person)	Daily rate (Virtual)
3.1	Senior Advisor	Day		
3.2	Center Manager	Day		
3.3	Assessor	Day		
3.4	Actor/role player	Day		
3.5	Support staff	Day		
3.6	Others*	Day		

**** Bidders are requested to quote the rate of each expert/role outlined in their methodology, including any 'other' job functions if applicable.**

Table 4: Cost breakdown for online exercises, interviews and psychometric tests***

Item No.	Description of activity	UOM	Unit Price (USD)	Comments*
4.1	Proposers are requested to list each suggested online exercise, interview and psychometric test as suggested but not limited to in 5.3. of the Scope of Services and Deliverable Outputs; estimated volume is for 450 candidates per year.	per candidate		
4.2		per candidate		
4.3		per candidate		

***** Please comment on options for bundling activities and discounts offered for respective bundle**

Table 5: Volume discount****

	Description	500 - 1,000 candidates per year	1,000+ candidates per year
5.1	Proposers are also requested to indicate the percentage of volume discount their company will be able to provide UNDP if the following would be reached during the contract period:		

****** The average of this volume discount will carry up to a maximum of 5 points (5% weight) on the Financial Evaluation which covers 30% of the total score.**