



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

TO INTERESTED VENDORS/COMPANIES	DATE: June 24, 2022
	RFP/UNDP/BPPS/GPN/SDGI/2022/3902

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Knowledge Collaboration Incentive Framework** project.

Please be guided by the form attached hereto as Annex 3, in preparing your Proposal.

Proposals may be submitted on or before **Friday, July 08, 2022 , 5pm EST** (New York) time  
via emails below:

[bpps.procurement@undp.org](mailto:bpps.procurement@undp.org); [sviatlana.shutko@undp.org](mailto:sviatlana.shutko@undp.org); [nina.grinman@undp.org](mailto:nina.grinman@undp.org);  
[nan.oo.kyi@undp.org](mailto:nan.oo.kyi@undp.org)>

Your Proposal must be expressed in **English** language and valid for a minimum period of **120 days**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Technical Proposal and Financial Proposal files **MUST BE COMPLETELY SEPARATE** and clearly marked as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL," as appropriate. Each document shall include the Proposer's name and address. The financial proposal document **must be password-protected**.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

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

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

DocuSigned by:

*Laurel Patterson*

**Laurel Patterson**

*Team Leader, SDG Integration Unit, BPPS*

6/24/2022

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

Context of the Requirement	<b>Knowledge Collaboration Incentive Framework</b>
Implementing Partner of UNDP	Not applicable
Brief Description of the Required Services <sup>1</sup>	To develop an Incentive framework for measuring performance and assess impact of knowledge investments over time. The project requires undertaking of research and analysis which builds of the broader corporate Knowledge Management Strategy 2022-25.  More details are available in the Terms of Reference (TOR) in Annex 2.
List and Description of Expected Outputs to be Delivered	As detailed in the Terms of Reference in Annex 2.
Person to Supervise the Work/Performance of the Service Provider	Team Leader, SDG Integration Unit, Bureau for Policy and Programme Support, UNDP
Frequency of Reporting	On an as needed basis
Progress Reporting Requirements	As per the Terms of Reference in Annex 2.
Location of work	<input checked="" type="checkbox"/> The vendor will be required to work remotely
Expected duration of work	Through December 11, 2022 (timeline included in the Terms of Reference in Annex 2)
Target start date	18 July 2022
Latest completion date	11 December 2022
Travels Expected	Travel is not expected in this assignment. Please refer to TOR in Annex 2.
Special Security Requirements	Not applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Not applicable
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required

<sup>1</sup> A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars
Value Added Tax on Price Proposal <sup>2</sup>	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days <p>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</p>
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
Payment Terms <sup>3</sup>	Refer to the Terms of Reference (Annex 2)
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Team Leader, SDG Integration Unit, Bureau for Policy and Programme Support, UNDP
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)* <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal. <p><i>* An offer should be considered qualified and responsive if it receives a score of at least 70% on the technical proposal. Any offer that does not meet this requirement must be rejected as being non-responsive, and the financial proposal shall not be opened.</i></p>
Criteria for the Assessment of Proposal	<b><u>Technical Proposal (70%)*</u></b> <b>Max 1000 pts</b> <input checked="" type="checkbox"/> Qualification, capacity and experience 300pts <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 400pts <input checked="" type="checkbox"/> Management Structure and Key Personnel 300pts

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

<sup>3</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

	<p><b>Financial Proposal (30%)</b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p><i>*For details, please refer to Technical Evaluation Criteria below, pages 6-8</i></p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions <sup>4</sup>	<p><input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services)</p> <p>Applicable Terms and Conditions are available at:  <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
Annexes to this RFP <sup>5</sup>	<p><input checked="" type="checkbox"/> Detailed TOR (Annex 2)</p> <p><input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3)</p>
Contact Person for Inquiries (Written inquiries only) <sup>6</sup>	<p><b>Nina Grinman</b>  SDG Engagement Specialist, SDG Integration Unit, Bureau for Policy and Programme Support, UNDP  Email: <a href="mailto:nina.grinman@undp.org">nina.grinman@undp.org</a></p> <p>Requests for clarifications shall be submitted to UNDP by email to <a href="mailto:cpu.bids@undp.org">cpu.bids@undp.org</a> until <b>3 days</b> before submission deadline.</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other Information [pls. specify]	

<sup>4</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>5</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>6</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

### TECHNICAL EVALUATION CRITERIA

Proposals received will be screened against the following minimum requirements (YES/NO Criteria).

Mandatory requirements	PASS/FAIL
A minimum of 10 years' professional experience providing advisory services on behavioral change, change management, knowledge management to clients	
Proposed Team includes 1 – 4 team members; one Team Leader and others supporting members; all team members meet minimum requirements (Ref.the TOR and "Management Structure and Qualification of Key Personnel" below)	
Completeness of Proposal without material deficiencies in submission documents (Annex 3) and compliance with the submission requirements	
Acceptance of UNDP General Terms and Conditions <a href="#">General Terms and Conditions for Contract.</a>	

Only proposals who prove to comply with the minimum requirements will be considered during a technical desk review based on the following technical evaluation criteria:

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1	Bidder's qualification, capacity and experience	300
2	Proposed Methodology, Approach and Implementation Plan	400
3	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Professional experience providing advisory services on behavioral change, change management, knowledge management to clients:	78
	10-11 years – 70 points	
	12-15 years – 74 points	
	15+ years – 78 points	
1.2	Demonstrated experience and thought leadership on knowledge management and change management for development	48
1.3	Specialized experience developing global data and behavioral strategies for clients	78
1.4	Knowledge of the Sustainable Development Goals (SDGs) and their application at country level	48

1.5	Experience in working with a variety of stakeholders, including multilateral organisations, NGOs, government, private sector and academia	48
<b>Total Section 1</b>		<b>300</b>

<b>Section 2. Proposed Methodology, Approach and Implementation Plan</b>		<b>Points obtainable</b>
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100
2.3	Details on how the different service elements are sequenced, connected and delivered	50
2.4	Description of proposed performance monitoring and evaluation mechanisms and metrics	50
2.5	Assessment of the implementation plan proposed including whether the activities are logical and realistic	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
<b>Total Section 2</b>		<b>400</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?		60
3.2	Qualifications of key personnel proposed		
3.2 a	Team Leader		120
	- General Experience	30	
	- Specific Experience relevant to the assignment	50	
	- Regional/International experience	30	
	- Language Qualifications	10	
3.2 b	Senior Expert		80
	- General Experience	10	
	- Specific Experience relevant to the assignment	40	
	- Regional/International experience	20	
	- Language Qualifications	10	

3.2 c	Junior Expert		40
	- General Experience	5	
	- Specific Experience relevant to the assignment	15	
	- Regional/International experience	10	
	- Language Qualifications	10	
Total Section 3			300



## Terms of Reference

### Knowledge Collaboration Incentive Framework

#### Background

UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP invests in the Global Policy Network (GPN), a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in the Strategic Plan.

Within the GPN, the Bureau for Policy and Programme Support (BPPS) has the responsibility for developing relevant policy and guidance to support the results of UNDP's Strategic Plan. BPPS supports UNDP and partners to be more innovative, knowledge and data driven including in its programme support efforts in close coordination and thematic synergy with the Crisis Bureau.

The SDG Integration Team (SDGi) in the Bureau for Policy and Programme Support (BPPS) anchors the GPN's knowledge function, and facilitates the delivery of an effective integration offer to countries, leveraging substantive connections across teams and approaches to complex challenges, leading a new way of working across UNDP's flagship initiatives, workstreams and capacities.

#### **Knowledge Management Strategy 2022-2025**

UNDP recently launched a corporate Knowledge Management strategy aligned with UNDP's Strategic Plan 2022-25. The strategy puts emphasis on knowledge generation, sharing, and its effective application for development impact. Knowledge collaboration and related metrics are critical to measure performance and assess impact of investments over time. The development of an incentive framework for knowledge collaboration is an essential component to the delivery of the strategy.

**The SDG Integration team is currently seeking an experienced vendor familiar with the UN with background and experience in workplace behavioral studies and Knowledge Management and/or organizational development, to undertake the research and analysis for the development of an incentive framework with evaluation metrics, building of the broader corporate Knowledge Management Strategy 2022-25 towards the following objectives:**

1. To design, develop and draft a viable and evidence-based framework to incentivize knowledge-collaboration at UNDP;
2. To develop an evaluation methodology to assess its impact on the organization; and
3. To develop a roll out plan for the implementation of the incentive framework (6month and 24month plan)

#### Duties and responsibilities

Under the overall guidance of the Head of SDG Integration, Bureau for Policy and Programme Support/Global Policy Network, the vendor/contractor will lead on the following responsibilities:

1. **Research:** Undertake internal and external research around leading practices in knowledge-sharing incentives, including but not limited to:
  - a. Analyzing internal UNDP's previous activities both document-based and via qualitative enquiry with internal stakeholders
  - b. Identifying and collating leading practices from other organizations
  - c. Analyze and present the findings to the Knowledge Management Core Group as part of drafting the Incentive framework– this will include understanding current corporate Operations & Non-Operations (such as HR & IT) and other relevant organizational processes and identifying/mapping Knowledge Sharing and Re-using opportunities
2. **Behavioral Diagnostic:** Work with KM core group to ensure the applicability and relevance of both behaviors targeted and incentives/disincentives proposed, which will include identifying barriers to identifying or sharing and re-using knowledge and proposing a set of intervention pilots to overcome these barriers. The vendor should be equipped to lead relevant workshops together with KM Core group as needed.
3. **Behavioral Profiling:** This will include identifying and studying individuals across the institution known for strong Knowledge Sharing & Re-using behaviors and building replication models (such as training etc), as well as leveraging them for an institutional communication campaign (i.e. "Knowledge Champions"). In addition, this exercise entails understanding and strengthening Knowledge Sharing & Re-using competencies and behaviors across various employee profiles.
4. **Design the Framework:** Develop an incentivized framework to include the following components:
  - a. **Knowledge Sharing and Re-using Incentives Framework** of defined interventions and associated behaviors to support knowledge-sharing, mapping actual knowledge-sharing activity to means / channels (e.g. online submission, participation in communities of practice, etc.) to impact on work. The various phases of the Framework will include:
    - i. Drafting a blueprint incorporating all findings as defined by the above-mentioned activities
    - ii. Socializing the framework and including institutional feedback
    - iii. Developing a framework implementation action plan
    - iv. Include a section with more informal (less tangible) incentives that people face around social norms, values, mindsets and organizational culture
    - v. Develop a set of incentives at different levels (HQ, RBx, COs, thematic teams) and among roles (leadership, technical staff, operations, etc.)
  - b. **Metrics** as part of measuring the outcomes of the incentives interventions, including identifying evaluation criteria for understanding:
    - i. Assumed behavior change
    - ii. Depth of intervention (superficial vs hard impact)
    - iii. Change impact on the individual, team, unit, etc.

- c. **Recommendations** on how to embed incentives into daily organizational processes as part of ensuring both adoption and sustainability, including but not limited to:
- i. Protocols needed to ensure formal adoption within HR / Operations /KM processes
  - ii. Identify any existing structures and practices (incentive structures) that discourage learning
  - iii. Guidance on how to introduce incentives performance management approaches and systems, i.e. recognition of knowledge management activities, enabling professional development discussions / career progression referring to hard measurables (e.g. target knowledge sharing initiatives)
  - iv. Introducing non-system-related knowledge sharing involvement / participation in non-tracked knowledge-sharing tools, such as Communities of Practices, etc.
  - v. Exploring how systems and processes can track the 'trail' of submitted knowledge, insofar as onward 'use' or 'reuse' of knowledge within the team, unit, Bank, etc.
  - vi. Concrete steps to implement in the short (6 month) and long term (24 months).

### Deliverables and timeline

No.	Deliverables	Timelines	Payments
1	<u>Outline of diagnostic</u> to capture, describe and assess current practices and pain points;	September 19th, 2022	25% upon submission and clearance
2	<u>Draft a blueprint of the incentive framework</u> incorporating all findings as defined by the above-mentioned activities	October 23, 2022	25% upon submission and clearance
3	Develop an <u>evaluation methodology</u> to assess its impact on the organization	November 21st, 2022	25% upon submission and clearance
4	Develop a <u>roll out plan for the implementation of the incentive framework</u> for 6 months and 12 months.	December 11th, 2022	25% upon submission and clearance

### Competencies

#### CORPORATE:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

#### FUNCTIONAL:

##### Organizational

- Ability to coordinate, convene stakeholders and report in a timely manner;

- Excellent organizational skill, service-mind, punctual, self-motivated, proactive, reliable and demonstrated ability to work in harmony with government, private sector and staff members of different national backgrounds;

#### Communications

- Able to communicate effectively in writing to a varied and broad audience in a concise and straightforward manner.

#### Professionalism

- Capable of working in a high- pressure environment with sharp and frequent deadlines, managing many tasks simultaneously;
- Excellent analytical and organizational

#### Teamwork

- Works well in a team;
- Projects a positive image and is ready to take on a wide range of tasks;
- Focuses on results for the client;
- Welcomes constructive feedback.

### Required Skills and Experience

#### **Required Organizational Qualifications:**

Proven successful experience in supporting multi-lateral and development organizations to develop data-related strategies.

#### Experience:

- A minimum of 10 years' professional experience providing advisory services on behavioral change, change management, knowledge management to clients.
- Demonstrated experience and thought leadership on knowledge management and change management for development.
- Specialized experience developing global data and behavioral strategies for clients
- Knowledge of the Sustainable Development Goals (SDGs) and their application at country level.
- Experience in working with a variety of stakeholders, including multilateral organizations, NGOs, government, private sector and academia.

#### Language:

- Fluency in written and spoken English is required.
- Knowledge of another UN language is an asset

#### **Assessment of Proposals:**

The contract will be awarded to the vendor whose proposals receive the highest combined score using a formula attributing 70% to the technical proposal and 30% to the financial proposal.

#### ▪ **Institutional Arrangement:**

The vendor will report to the Global Policy Advisor at SDG Integration Unit, the Bureau for Policy and Programme Support, UNDP.

## FORMS FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>7</sup>

### I. FORM I Technical Proposal

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>8</sup>)*

[insert: Location]

[insert: Date]

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

Dear Sir/Madam:

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

#### A. Qualifications of the Service Provider

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

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

#### B. Proposed Methodology for the Completion of Services

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

<sup>7</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>8</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

**C. Qualifications of Key Personnel**

*The Service Provider must provide :*

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

**II. FORM II Financial Proposal**

***(This Form must be submitted using the Service Provider's Official Letterhead/Stationery.  
To be submitted as a separate file and be password protected)***

**D. Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price</b> <i>(Lump Sum, All Inclusive)</i>
1	<u>Outline of diagnostic</u> to capture, describe and assess current practices and pain points;	25%	
2	<u>Draft a blueprint of the incentive framework</u> incorporating all findings as defined by the above-mentioned activities	25%	
3	Develop <u>an evaluation methodology</u> to assess its impact on the organization	25%	
4	Develop <u>a roll out plan for the implementation of the incentive framework</u> for 6 months and 12 months.	25%	
	<b>Total</b>	<b>100%</b>	

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

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

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

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

*[Designation]*

*[Date]*