

**Request for Proposal (RFP) for Performance Management System
of the New Development Bank**

**The New Development Bank
Time of Release: April 10, 2017**

Instructions to Bidders

1. Name of Client: The New Development Bank
2. Preparation of Performance Management System proposal
 - 2.1. Please note the proposal shall be prepared in English.
 - 2.2. For the detailed requirements of the proposal, please refer to the following **Terms of Reference**
3. Application, submission, initiation and review of the proposal
 - 3.1. The deadline of application for participation is 17:15 April 14, 2017.
 - 3.2. After receiving positive response to application, the bidder is required to submit their proposal in sealed cover to the following address:
Mr. Wang Huaxue
The New Development Bank
Floor 33, Lujiazui Ring Road 333
Pudong, Shanghai 200120, P.R. China
For those bidders other than located in mainland China, the submission via electronic channel is also an option.
The email address: wang.huaxue@ndb.int
 - 3.3. The proposal shall be submitted no later than 17:15 April 28, 2017.
 - 3.4. All related expenses including taxes involved in the contract shall be included in the proposal.
 - 3.5. The bid proposals will be reviewed by NDB's team, and only the winning bidder will be notified.

Terms of Reference: Performance Management System

The New Development Bank ('NDB' or 'Bank') was established by an Agreement of the New Development Bank signed by five countries (Brazil, Russia, India, China and South Africa) to mobilize resources for infrastructure and sustainable development in BRICS and other emerging economies and developing countries, complementing the existing efforts of multilateral and regional financial institutions for global growth and development. NDB started operations in 2015 with its Headquarters at Shanghai. The first Regional office of the NDB will be in Johannesburg, South Africa.

The Bank is committed to establish and foster a diverse work environment built on the pillars of meritocracy, collaboration, result-driven orientation and organizational efficiency. The Bank is building a team of young high-achieving individuals who like to challenge the status quo and bring in new ideas, innovation and approaches. The Bank aims to fulfill the development agenda of its member countries through efficient project financing and result orientated investment decision making built on the strong foundation of ethics, compliance and governance with a highly productive workforce that represents the most meritorious and competitive talent pool. The Bank will create a corporate culture based on mutual respect, diversity and shared values.

With a focus on building a Multilateral Development Bank which can redefine and establish the next "new practice" in the field of development finance, the terms of reference includes a comprehensive and innovative design of the Performance Management System for the New Development Bank ("Bank") taking into account global best practices and in context of the Multilateral Development Banks and leading global commercial and investment banks.

Performance Management System

Based on the above and in discussions with the relevant internal stakeholder, the deliverables for Performance Management System design includes, but not limited to, the following areas:

1. Establishing and designing guiding principles/values of Performance Management System based on the pillar of meritocracy and in line with stakeholder's expectation.
2. Designing the Performance Management philosophy and policy.
3. Design the Key Performance Indicators (KPIs) of the Bank in alignment with the Strategy, business plan and objectives of the Bank. Prepare performance scorecard of the Bank.
4. Design the KPIs of all Divisions and/or Functions by cascading the KPIs of the Bank and in alignment with Divisional/Functional deliverables and business objectives. Prepare performance scorecard of all Divisions and/or Functions in the Bank.
5. Design the KPIs for all staff members in the Bank by cascading the KPIs of the respective Divisions and/or Functions.
6. Design the most appropriate Performance Scorecard (for example, Balance Scorecard).

7. Design the performance evaluation/measurement criteria and methodology including rating scales and guidelines for normalization with clear differentiation between a high performer and an average performer.
8. Design the architecture of annual performance evaluation cycle while establishing linkage with Total Rewards structure, including merit based base salary increases and Career progressions/development, including grade promotions.
9. Design the grade promotion policy of the Bank.
10. Integration of Performance Management System with other relevant policies of the Bank.
11. Design the Performance Management Process including forms, templates, manual etc. and support in implementation plan.
12. Provide training to the relevant stakeholders for implementation of the Performance Management System across the Bank.

The timelines for delivery of this project will be as follows:

- A comprehensive power-point presentation and note on Performance Management System including but not limited to Performance Management philosophy, guiding principles, policy etc. to be presented to the Management by May 31, 2017 for further submission to the Board of Directors of the Bank.
- Implementation of the Performance Management System across the Bank by July 31, 2017.