

New Development Bank
Request for Proposal
(This is not a Purchase Order)

1. Introduction

New Development Bank (NDB) is issuing a Request for Proposal (RFP) to invite qualified suppliers to provide proposals for NDB's **Competency Framework and Job Evaluation**. Please refer to the following information and attachments for detailed requirements.

Each interested party must submit their proposal in response to this RFP to the contact person listed below by **February 7, 2022, 5:15pm CST**. NDB will appoint the service provider in accordance with internal policies and guidelines. NDB at its sole discretion reserves the right to reject proposals in accordance with its internal policies and guidelines.

2. RFP Schedule

Please note that the following activities would take place in the RFP process. NDB will inform the specific arrangements in advance and the suppliers are requested to respond timely.

Activity	Date
Distribution of RFP	Jan. 21, 2022
Deadline for questions if any	Jan. 30, 2022
Proposal Response Due	Feb. 7, 2022

3. Instruction to bidders

3.1 Contact Information

Please use the following contact information for all correspondence with NDB concerning this RFP. **Suppliers who solicit information about this RFP either directly or indirectly from other sources will be disqualified.**

Contact Person:

Ms. Holly Yao
Address: NDB Headquarter, 1600 Guozhan Road, Pudong New District, Shanghai, China
上海市浦东新区国展路 1600 号，新开发银行总部大楼
Email: yao.holly@ndb.int
Tel: +86-21-80214489

3.2 Submission of Proposals

Proposals shall be in English. Both hard copy and electronic version is acceptable. Hard copy (6 copies at least) shall be sent in sealed covers and addressed to the contact person. Electronic version shall be sent with protection (at least with a password).

The mentioned deadline, due time, closing date, etc. herein means Beijing time (CST) and during NDB's business hours from 9:00AM to 5:15PM on weekdays.

3.3 Questions

Questions should be submitted in writing by e-mail. Prospective vendors should refer to the specific RFP paragraph number and page and should quote the questioned passage. NDB will be prompt in responding to communicated questions.

3.4 Ownership of Materials

All materials submitted in response to this RFP become the property of NDB. Proposals and supporting materials will not be returned to prospective vendors.

3.5 Proposal Costs

NDB is not liable for any costs incurred by the prospective vendors in the preparation and/or submission of the proposal.

3.6 Proposal Format (Suggested)

NDB recommends that the proposal should contain the following (at minimum):

Volume 1 – Main Proposal

Section 1	Executive Summary
Section 2	Functional Section
Section 3	Technical Section
Section 4	Project Management Section
Section 5	Support Section

Volume 2 – Price Proposal – Should be separate but integral part of the proposal. The currency is USD; if quoting in other currencies, the exchange rate should be clearly defined. **The price shall be inclusive of applicable taxes (if not, please specify);** and other charges shall also be clearly defined.

Proposals without these required details will not be considered.

3.7 Validity Period

The proposal including pricing quotation shall be valid for a period of at least 90 days.

3.8 RFP Amendments

New Development Bank reserves the right to amend this RFP any time prior to the closing date. In the case of such an event, prospective bidders will be notified, and amendments will be issued only to those prospective vendors with intent to complete a proposal for submission to NDB.

3.10 Award Notification

NDB may negotiate with all shortlisted prospective vendors before deciding on the winning vendor. NDB reserves the right to negotiate further with the winning vendor before and in the contracting process. The remaining vendors will be notified in writing of their application status.

4. Evaluation Criteria

The proposals will be reviewed and evaluated by NDB's team in accordance with the related policies and guidelines on the six principles of Economy, Efficiency, Competition, Transparency, Value for Money, fit for Purpose as contained in NDB's corporate procurement policy. NDB is interested in obtaining a complete solution for the requirements contained in this RFP. Sub-contracting is not permitted. Proposals that meet the proposal instructions and requirements will be given a thorough and objective review. Proposals that are late, or do not comply with proposal instructions, or take exceptions to mandatory requirements will be eliminated without further consideration. The following are the key factors that would be taken into consideration for evaluating the proposals.

i. Technical Approach and Methodology or Software Solution

Primary consideration will be given to meet the mandatory requirements as listed in this RFP.

The following are factors in the evaluation.

1. Meeting the requirements as stated in this RFP.
2. Understanding of the work to be performed.
3. Technical approach and methodology to accomplish the work.
4. Completeness and competence in addressing the scope of work.

ii. Project Management

NDB also believes that effective project management is essential for a successful implementation. Prospective Vendors will be evaluated on the completeness and responsiveness of their project management plans and the project team assigned.

As part of the project management plan, prospective vendors must demonstrate adequate experience in developing and implementing the requested project. NDB's confidence in the vendors' ability to meet deadlines and successfully manage similar projects will be a primary consideration.

Special consideration would be given to vendors who propose a detailed project plan with sufficient breakdown of tasks and steps to demonstrate a complete understanding of the project.

iii. Pricing

NDB will consider pricing as part of the evaluation criteria. **Lowest price is not essential to win;** however, large pricing differentials between vendors will be carefully examined. Price will be used as a final indicator for determining the vendor finalists when all other criteria have been normalized.

iv. Presentation and Demonstration

Presentations and Demo's provided by prospective vendors will be considered and evaluated.

v. Support and Maintenance

NDB believes the ability to perform timely support is also an important factor for the success of this project. Therefore, vendors should provide adequate information to demonstrate their capabilities to fulfill this task.

Terms of Reference:

Competency Framework and Job Evaluation for Professional and Support Staff in NDB Headquarters and Regional Offices

1. BACKGROUND

The New Development Bank (“NDB” or “Bank”) is a multilateral development bank established by five countries (Brazil, Russia, India, China and South Africa - BRICS) to mobilize resources for infrastructure and sustainable development projects in BRICS and other emerging economies, as well as in developing countries. The Bank expanded its membership and welcomed four new member countries: UAE, Uruguay, Bangladesh and Egypt in 2021.

During the sixth BRICS Summit in Fortaleza (2014), the leaders of the five countries signed the Agreement establishing the NDB. The Bank started its operations in July 2015 with the opening of its headquarters in Shanghai, China (“HQ”). The Bank also operates regional offices in members countries which include Africa Regional Centre in Johannesburg, South Africa; Americas Regional Office in Sao Paulo, Brazil with a sub-office in Brasilia, Brazil; Eurasian Regional Centre in Moscow, Russia; and Indian Regional Office to be opened in Gandhinagar, India (expected 2022). Further information on the Bank’s activities can be found the website at www.ndb.int.

The NDB Annual Report 2020 is available at <https://www.ndb.int/annual-report-2020/>.

2. OBJECTIVES

The Bank aims to use the competency framework and job evaluation tools to further support its talent management strategy, enabling the Bank to align its staff’s skills, capabilities, knowledge, and other characteristics with organizational priorities, resulting in business improvement and efficiencies.

To define the knowledge, skills, abilities, and other characteristics expected for excellent performance and success of a specific role, the competency framework must be developed by defining the core competency, leadership competency and the functional competency required by the Bank.

As briefly described below, the Bank will widely use the competency framework and job evaluation tools embedded in all human resources management functions, such as planning, recruitment, performance management, and staff development:

- **For planning**, the competency framework will be applied in job design, which involves determining and differentiating the job descriptions, the technical and behavior competencies required to carry out the job, and the relationships between the job holder and other staff members.

- **For recruitment**, the competency framework will form an integral part of the selection process, facilitating the assessment of candidates to determine their suitability for a given job.
- **For performance management and talent development**, the competency framework will facilitate the establishment of performance standards against which the staff members will be assessed for grade promotion and the identification of individual and Bank-wide staff development priorities.

In addition, to promote the staff engagement, build a diversified and inclusive work environment, and ensure the equitability in recruitment, performance management, career development, etc., the job evaluation to classify and value the positions/roles across the Bank is necessary. The job evaluation should be comprehensive and based on the competency framework and other unbiased relevant criteria to be required by the Bank.

To this end, the Bank is seeking the services of a reputable and qualified international consulting firm (“consultant”) to assist in designing and implementing a competency framework and job evaluation tools.

3. SCOPE OF ASSIGNMENT

The scope of the assignment includes but is not limited to the following:

(i) Competency framework

- Develop the competency framework for the Bank, including core competencies, leadership competencies, and functional competencies (behavior/technical competencies for each grade level).
- Review divisional and functional requirements for competencies, as well as grade-wise competencies. Review the existing behavioral anchors defined by the Bank and incorporate them into the competency framework.
- Benchmark with peer MDBs/IFIs and other relevant comparators.
- Align the competency framework with the strategic vision and value of the Bank.
- Embed competency framework within recruitment and selection, performance assessment, learning and development, succession planning, leadership development, etc.
- Provide training to NDB HRD on the deployment of the competency model in the relevant HR functions.
- Develop a communication plan to communicate the competency framework to the senior management and staff members.

(ii) Job evaluation

- Review and revise the job descriptions to differentiate the scope of responsibilities, competencies, knowledge, skills, abilities, and other characteristics needed for positions at different grades and job families.

- Conduct internal and external benchmarking (with peer MDBs/IFIs, private sector financial/non-financial institutions, etc.).
- Review the existing grade structure of the Bank and propose the revision if necessary.
- Develop the method of measuring the value of the positions and ensure equal pay for jobs of equal value.
- Embed job evaluation within recruitment and selection, performance assessment, career development, succession planning, leadership development, etc.
- Provide training to NDB HRD on the deployment of the method of measuring the position value and its utilization in relevant HR functions.
- Develop a communication plan and change management approach to ensure the implementation of the job evaluation outcome.

Various characteristics can categorize the jobs identified for the full-time regular staff appointed by the Bank. All staff members of the Bank are classified into Professional Staff and Support Staff, and Managerial and Non-Managerial positions. The NDB Grade Structure and a high-level definition of the four referred categories can be found in Appendix 1. For the avoidance of doubt, the scope of the competency framework and job evaluation only includes the Professional Staff and Support Staff (Grade 1 to Grade 10). The Management Grade 11 to Grade 12) is out of the scope.

In addition, a non-exhaustive list of job families and benchmark jobs at the NDB is provided in Appendix 2. More information on the organizational structure is also available on the NDB website at <https://www.ndb.int/about-us/organisation/organisation-structure/>.

NDB HRD will supply the consultant with documents and key information as deemed necessary for the review, including:

- Position requirements and job descriptions for business and support roles¹.
- Behavioral anchors of the Bank.
- Other information as applicable.

4. DELIVERABLES

Given the assignment scope and within the time frame specified, the selected consultant is expected to submit:

- (i) An inception report, within 10 working days after the commencement of the assignment, setting out the proposed methodologies and timelines;
- (ii) An interim report with benchmarking results and preliminary competency framework and job evaluation for discussions;

¹ A non-exhaustive list of job families and benchmark jobs is provided in Appendix 2.

(iii) A comprehensive final report which includes the following areas taking into consideration internal and external factors:

- A comprehensive competency framework including core competency, leadership competency, functional competency (divisional and grade-wise behavior/technical competencies), together with the benchmarking result and analyses.
- A comprehensive job evaluation report, including the revised and classified job descriptions & grade structure, position value measurement methodology which can meet the evolving needs of the Bank, and benchmarking result and analyses.
- Recommendations on communication approach to staff members and change management approach for smooth transition within the Bank if required.

5. DURATION OF THE REVIEW

The duration of the review will not exceed three months and the consultant is expected to deliver the final report by April 30, 2022.

6. REQUIREMENTS

- (i) The proposal shall include the firm's profile, specific qualifications and experience related to the services required in the ToR, methodology of work, relevant project references, and other information as applicable.
- (ii) It is expected that the consultant should be able to assemble a team of well-qualified subject matter experts with knowledge and experience on development of competency framework and job evaluation for major MDBs/IFIs.
- (iii) Readiness to update the progress on the project preparation/implementation as per the Bank's request.
- (iv) The consultants may be required to make presentations to the stakeholders of the Bank.
- (v) All communications and deliverables should be in English.

7. OWNERSHIP

All materials submitted by the selected consultant shall become the property of NDB on completion of the assignment.

Appendix 1

New Development Bank Grading Structure

Levels	NDB Grade	Designation
7	12	President
6	11	Vice President
5	10	Director General
4	9	Chief
3	8	Principal Specialist / Principal Professional
	7	Senior Specialist / Senior Professional
2	6	Professional
	5	Young Professional / Senior Analyst 2
	4	Junior Professional / Senior Analyst 1
1	3	Analyst / Executive Secretary
	2	Senior Officer / Senior Secretary
	1	Officer / Secretary

Out of scope: Grade 11 - 12: Management

In scope:

- Grade 4 - 10: Professional Staff (in scope)

Professional Staff includes staff hired globally and within the country of operations (in-country) for professional jobs. Professional jobs require specialized skills and technical competence gained through relevant education qualifications and professional experience. Staff members of professional grades are expected to provide strategic guidance and project management based on their accumulated technical expertise. Staff of professional grades are treated at par irrespective of their nationalities. The Professional Staff could be further categorized as:

- Managerial Position (Grade 9 to Grade 10)
- Non-Managerial Position (Grade 4 to Grade 8)

- Grade 1-3: Support Staff (in scope)

Support Staff provide technical support to the Bank's operations and perform administrative tasks or functions. These roles are mostly hired from within the country of operations. Within this staff category, two types of roles exist:

- Functional: Roles which require technical knowledge and experience gained through education, relevant experience, or professional qualifications, and may include supportive roles in functional or business support areas.
- Administrative: Roles which provide administrative support and perform routine functions.

Appendix 2

Job Families and Benchmark Jobs

Professional Staff

1. Operations
 - Project Finance
 - Infrastructure/Sector Specialist
 - Investment Specialist
 - Economist
 - Project Portfolio management
2. Environmental, Social and Governance
 - Environmental and Social Specialist
 - Project Procurement
 - Corporate Governance Specialist
3. Treasury and Portfolio Management
 - Treasury and funding (fund raising, capital market, investor relations, credit rating)
 - Portfolio management (liquidity management, investment management, ALM)
4. Risk management
 - Credit risk (sovereign and non-sovereign)
 - Market risk
 - Enterprise and operational risk
5. Legal and Compliance
 - Legal counsel (transactional support)
 - Legal counsel (institutional support)
 - Compliance (AML, Fraud, Ethics)
6. Information Technology
 - Infrastructure
 - Business solutions and project management
 - Operations
 - Network/Security
7. Finance, Budget and Accounting
 - Capital planning
 - Budget management
 - Loans/treasury back office
 - Financial control/accounting
8. Other functions
 - Human resources
 - Administration (facility management)
 - Corporate procurement
 - General administration
 - Corporate communications, media relations
 - Corporate secretary
 - Strategy management
 - Partnerships management
 - Economic research

Support Staff

- Operations analyst/support
- Accounting
- Treasury support
- Paralegal
- Human resources support
- Corporate communications
- Administrative services and corporate procurement
- Office administration/coordinator
- Secretary/executive secretary