

The New Development Bank

Request for Proposal

(This is not a Purchase Order)

1. Introduction

The New Development Bank (NDB) is issuing a Request for Proposal (RFP) to invite qualified suppliers to provide proposals to NDB's S-HR-2023-01347 Human Resources Strategy Consulting Services project. Please refer to the following information and attachment for detailed requirements.

NDB invites those interested and qualified companies to register with NDB's e-procurement system to be our **registered suppliers** and participate in the bidding process (**please be advised the contact information provided in registration, especially email address, must be correct as all communications regarding the bid, including RFP distribution and award notice, will be sent through it**). NDB will choose the most suitable one(s) from the shortlisted suppliers. NDB at its sole discretion reserves the right to reject all proposals in accordance with its internal policy and guidelines.

2. RFP Schedule

Please be advised the following activities could take place in the RFP process. NDB will inform the specific arrangements in advance and the suppliers are requested to respond in a timely manner.

Activity	Date
Distribution of RFP	Nov.27, 2023
Notice of Intent	Nov.29, 2023
Deadline for Questions	Dec.4, 2023
Proposal Response Due	Dec.18, 2023
Presentation and Demonstration	TBD
Negotiation on contract	TBD
Signing Contract	TBD
Project Kick Off	TBD

**The RFP Schedule is for reference only and NDB has its sole discretion to adjust as per the project's needs.*

3. Instruction to bidders

3.1 Contact Information

Please use the following contact information for all correspondence with NDB concerning this RFP.

Name: Holly Yao

Address: NDB Headquarters, 1600 Guozhan Road, Pudong, Shanghai, China

中国上海浦东新区国展路 1600 号，新开发银行总部大楼

Email: yao.holly@ndb.int

3.2 Submission of Proposals (Introduction to use of NDB's e-procurement system)

Proposals shall be prepared in English. Electronic version is obligatory and shall be uploaded in NDB's e-procurement system.

For submission of proposal, the qualified suppliers should register with NDB's e-procurement system to be **NDB registered suppliers** (subject to NDB's internal approval) in advance. All registration information shall be in English except for uploads of scanned or copied documents originally produced in other languages. Then registered suppliers need to **ENROLL** in the procurement notice (for open competitive bidding) or **ACCEPT** the invitation (for limited competitive bidding) before submitting proposal online according to the timeline:

<https://www.ndb.int/procurement-opportunities/corporate-procurement/>

The deadline, due time, closing date, among others, referred to herein means Beijing time; and NDB's business time is from 9:00AM to 5:15PM in working days.

3.3 Questions

Please submit questions in writing by e-mail. Suppliers are advised to refer to the specific paragraph and page number in RFP and should quote the corresponding passage. NDB will be prompt in responding to the questions. All questions will be responded to as a group and sent to all suppliers. NDB will not provide feedback to questions raised beyond deadline.

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 suppliers.

3.5 Proposal Costs

NDB is not responsible for any costs incurred by the supplier in the preparation of the proposal or the site visit.

3.6 Proposal Format (if applicable)

NDB recommends that the proposal should contain **three** parts as follows. **The supplier may choose another proposal format as long as it suits the purpose.**

- Volume 1 – Information on the supplier. The supplier is required to provide the basic information in the attached table (attachment 2). Please fill out the table as complete as possible. More information will help us in evaluation.
- Volume 2 – Main Proposal
 - Section 1 Executive Summary
 - Section 2 Functional Section
 - Section 3 Technical Section
 - Section 4 Project Management Section
 - Section 5 Support Section
- Volume 3 – Price Proposal – Should be in a separate document even though it is an integral part of the proposal. The currency is **USD**; if quoted in other currencies, the exchange rate should be clearly defined. **The price shall be inclusive of applicable taxes (if not, please specify)**; other charges shall also be clearly defined.

3.7 Validity Period

The proposal, including pricing quotation, shall be valid at least for 120 days.

3.8 RFP Amendments

New Development Bank reserves the right to amend this RFP any time prior to the closing date. Amendments will be issued only to suppliers who are going to complete a proposal.

3.9 Sub-contractor

NDB expects to negotiate and sign contract with one winning supplier. NDB will accept only complete solutions from a primary supplier and will not accept any incomplete proposals that are only cover part of the RFP. The prime supplier will be responsible for the management of all subcontractors. NDB will not accept any invoices from subcontractors or become part of any negotiations between a prime supplier and a subcontractor. If there is any sub-contractor involved or engaged by the supplier, it shall be clearly stated in the proposal.

3.10 Award Notification

NDB will negotiate with all shortlisted suppliers before deciding the winning supplier. NDB reserves the right to negotiate further with the winning supplier before or in the contracting process. The award notification is sent to the winner online in the e-procurement system. NDB is not obliged to notify the bid outcome to unsuccessful suppliers.

4. Evaluation Criteria

The proposals will be reviewed and evaluated by NDB's team in accordance with the related policy and guidelines, especially the six principles (Economy, Efficiency, Competition, Transparency, Value for Money, Fit for Purpose) contained in NDB's corporate procurement policy. NDB is interested in obtaining a complete solution to the requirements contained in this RFP. 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 excluded. 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 the mandatory requirements as listed in this RFP.

The following are the main 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. Suppliers 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, suppliers must demonstrate adequate experiences in developing and implementing the requested project. NDB's confidence in the suppliers' ability to meet deadlines and successfully manage similar projects will be a primary consideration.

Special consideration is given to suppliers 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 suppliers will be carefully examined. Price will be used as a final indicator for determining the supplier finalists when all other criteria have been normalized.

iv. Presentation and Demonstration

The performances and results of Presentation and Demonstration will be evaluation factors.

v. Support and Maintenance

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

5. Contract

The participants shall review the service agreement template provided by NDB in advance. The use of NDB's version of service agreement is preferable. NDB Template for Service Agreement and NDB General Terms and Conditions for Procurement Contracts can be found on the NDB's official website: <https://www.ndb.int/procurement-opportunities/corporate-procurement/>

Please note that, being an international institution, NDB enjoys privileges and immunities as per the Articles of Agreement ([Agreement on the New Development Bank](#)) and disputes will be resolved by a reputable international arbitration center. The preferable forum is Shanghai International Arbitration Center ("SHIAC") or any alternative forum in a neutral jurisdiction.

Attachment 1:

Terms of Reference for Human Resources Strategy Consulting Services

The human resource strategy consultancy aims to review, enhance, and align NDB's human resource management with best industry practices, the external environment, and the needs of the Bank's strategic objectives and plans. The NDB's staff are its most valuable asset, and effective management and expediting the staffing are critical to achieving the Bank's improved performance.

We must, therefore, implement leading human resources management practices to focus on attracting, developing, and retaining the best talent, unlocking the full potential of our workforce, and building the workforce that the Bank needs for tomorrow.

As part of a comprehensive human resources strategy, the Bank will identify the key challenges being faced in meeting our human capital demands. The capacity of the Bank to address these challenges will be analyzed, as this is an integral component of the strategy and subsequent impact on our people results and business results. This project shall be aligned with the Bank's General Strategy 2022-2026.

Situational Analysis Activities and Desired Outcomes

The following list includes but is not limited to the Bank's ambitions for project activities to be incorporated into the development of the human resource strategy and action plan for 2023-2026.

1) Project Start-Up and Background Review

- a) Host a kick-off meeting to confirm project expectations, deliverables, timelines, and available information.
- b) Complete a background review of relevant documents, policies, reports, studies, and other appropriate materials to understand the Bank's context.
- c) Review and evaluate the appropriate procedures and systems of the comparator international financial institutions (IFIs) and multilateral development banks (MDBs) that are considered to have implemented best practice approaches in human resources management.

2) Analytical Assessment of the Bank's Human Resource Capacity

- a) Review and thoroughly understand the Bank's strategic objectives. Given that the success of strategic human resource management depends on how well it is linked to the Bank's strategic goals, the consulting team is expected to have a thorough understanding of the

Bank's vision, mission, core values, goals, and priorities. The consulting team may conduct organizational and operational analyses to identify critical results and major deliverables to be achieved in the next few years by each department. Moreover, the analyses may cover the Bank's functional structure, mode of operation, work processes, inter-department interaction, and communication and decision-making processes.

- b) Develop and accomplish a human resource capacity assessment and identify human resource competency gaps for the departments (e.g., number of staff for each category and required skills). This analytical process should also include the assessment of human resource capacity for each department to understand their key performance objectives and how they contribute to fulfilling the department's objectives and the Bank's strategic goals. Additionally, the consulting team should also undertake a competencies inventory for staff under each job category and identify the competencies gaps in the Bank's existing staff members. This analysis can serve as a foundational aspect to be incorporated into the Bank's capacity-building program (Integrated Talent Management Program).
- c) Estimate the Bank's future human resource requirements. Following the completion of an analysis of the departments' human resource numbers and competencies about the departments' objectives, the consulting team is expected to assist the Bank in forecasting the human resource needs until 2026 for each department.

3) Analytical Assessment of the Bank's Current Human Resource Policies and Practices

- a) Further to the assessment of the Bank's human resources capacity, the consulting team must also undertake a thorough evaluation of all the human resources policies, guidelines, and practices. This approach is intended to identify room for quality improvement of the prevailing human resource policies, guidelines, and practices that will promote organizational effectiveness. The assessment may cover the following but is not limited to:
 - i. Organizational Structure and Governance
 - ii. Workload Analysis, Job Evaluation and Classification
 - iii. Recruitment, Selection, Onboarding, and Employment
 - iv. Performance Management
 - v. Learning and Development
 - vi. Compensation and Benefits
 - vii. Staff Engagement
 - viii. Human Resources Administration and Services

4) Stakeholder Engagement and Consultation

- a) Develop a Stakeholder Engagement Matrix to ensure all the Bank's departments, NDB's management, and Board members are reached for consultation:
 - i. Schedule and conduct meetings with staff, management, and Board members regarding current human resources practices and opportunities for improvement;

- b) Prepare and present a comprehensive report to communicate interim findings to our staff, management, and Board members and provide additional input mediums for further feedback if appropriate.

5) Integrated Talent Management Program: Recommended Plan of Action

- a) To support the Bank's desired result of organic organizational growth in the years to come, it is critical that we seek proper alignment of our workforce with the Bank's near and long-term strategic goals, which shall require a unified talent management methodology.

Accordingly, the Bank would require the consulting team to develop the required Plan of Action as a best practice approach to managing:

- i. Sourcing and Recruiting
- ii. Performance Management
- iii. Learning and Development
- iv. Succession Planning
- v. Leadership Development
- vi. Reward and Recognition
- vii. Talent Strategy and Planning
- viii. Human Resource Governance and Metrics

6) Human Resource Strategic Management Plan 2023 - 2026

- a) Subsequent to the findings of the analytical assessment of the Bank's Human Resource Capacity, Human Resource Policies, Guidelines and Practices, and Integrated Talent Management Program Recommended Plan of Action, the consulting team shall formulate the Bank's Human Resources Strategic Management Plan 2023-2026. The human resources strategic plans must provide a clear, achievable, results-oriented, and measurable action plan to answer the following questions and more:
 - i. What are the human resources challenges faced by the Bank in objectifying its mandates, including its expanded expectations from stakeholders?
 - ii. How many staff members are sufficiently required to support the Bank until 2026?
 - iii. What are the required competencies for each job category to support the Bank in coping with the aforementioned challenges (with an emphasis on succession planning and recruitment)?
 - iv. What human resources strategy and tools should be in place?
- b) Develop materials and exhibits for presentation to the NDB's management and members of the Board.

General Project Requirements

1) General project requirements for the consulting team

- a) Expertise and Experience: The consulting team should have a strong background and extensive experience, particularly in the financial sector and MDB (Multilateral Development Banks) communities, in human resources, and deep knowledge of industry best practices, frameworks, and human resource management and governance. The consulting team should also demonstrate and apply a clear globalized and state-of-the-art perspective about emerging human resources trends.
- b) Understanding of Organizational Context: The consulting team should demonstrate a strong understanding of NDB's organization, industry, size, complexity, and specific human resources management and governance challenges. They should be able to align the recommendations and solutions with NDB's context and strategic objectives.
- c) Methodology and Approach: The consulting team should have a structured and proven approach for conducting assessments, developing policies and frameworks, and implementing governance structures. This ensures a systematic and effective engagement.
- d) Collaboration and Communication: The consulting team should demonstrate excellent communication skills, actively listen to NDB's needs and requirements, and foster collaborative working relationships with all project stakeholders. It is imperative to understand the organization's objectives and requirements through interviews and other data collection methods with the management and related business units of the Bank. It is required for the consulting team to support communication in preparing the strategy and action plan document and the process to obtain approval from the Board.
- e) Tailored Solutions: Look for a consulting team that can provide tailored solutions to meet our specific needs. They should be able to customize policies, frameworks, and governance structures to align with NDB's culture and processes.
- f) Project Management and Timelines: The consulting team should have a track record of delivering projects on time and within budget, proven project management methodologies, deliverable milestones, and reporting mechanisms to ensure effective project oversight and transparency.
- g) References and Reputation: The consulting team should have a high reputation in the industry with testimonials, case studies, or client success stories that demonstrate their ability to deliver value and achieve desired outcomes.

2) General project requirements for the human resources strategy

- a) The human resources strategy should provide introductory context in line with NDB's business goals, strategy, policies, guidelines, and information collected from departments and management.
- b) The human resources strategy should include all the required human resources subsystems or domains.
- c) The human resources strategy should consider NDB's context, policies, guidelines, strategy, previous assessments, and information collected from departments, management, and the Board on the analysis.

- d) The human resources strategy should describe the methodology used to create it.
- e) The human resources strategy should describe its principles and/or pillars and/or imperatives and/or values that support and guide the human resources strategy.
- f) The human resources strategy should provide an assessment analysis of the current and future state of the human resources department.
- g) The assessment should contain a gap analysis, strengths, weaknesses, opportunities, and threats.
- h) The assessment should provide critical success factors analysis.
- i) The human resources strategy should provide an industry analysis and position NDB with the benchmark of other established international financial institutions and MDBs.
- j) The human resources strategy should provide human resources trend analysis.
- k) The human resources strategy should provide a clear vision, mission, and objectives to reflect the most optimal and practical targets and approaches for the human resources department with principles/pillars/imperatives to support it.
- l) The human resources strategy should only contain SMART objectives (Specific, Measurable, Achievable, Relevant, and Time-bound).
- m) The human resources strategy should describe the core human resources capabilities required to deliver it.

3) general project requirements for the human resources action plan

- a) The human resources action plan should include all the required human resources subsystems or domains.
- b) The human resources action plan should describe its methodology to identify and prioritize initiatives and projects based at least on impact and importance.
- c) The human resources action plan should contain a prioritized list of specific human resources projects and initiatives to support the future state vision and achieve the Bank's strategic goals.
- d) The human resources action plan should include milestones, risks, resources, and an estimated delivery timeline.
- e) The human resources action plan should consider its dependencies and potential impact.
- f) The human resources action plan should describe a governance process, including KPIs, to manage their risks and monitor progress.
- g) The governance process should include a visual tool (e.g., PPT slide) to monitor and report progress per each objective in the overall action plan.
- h) The governance process should define clear roles and responsibilities of all key stakeholders involved in implementing the human resources strategy.

Attachment 2:

Information Category	Description	Supplier's inputs
General Information	Legal Entity Name	
	Legal Address	
	Website	
	Government Registration Number	
	Date of Registration	
	Tax ID	
	Name(s) of Authorized Signatory	
	Contact Information (name, title, mail address and telephone number)	
	Amount of Employee	
	Three reference customers (minimum)	
	Financial Information	Registered capital
Revenue of last 3 years		
Other Information	Information Security Credentials if any	
	Data residency location, for providing service required in the RFP	
	IDD/ AML Sanctions, Yes or No. If yes, please specify.	
	Others deemed necessary	