

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-2025-01957 Staff Engagement Survey 2025 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	April 10, 2025
Deadline for Questions	April 23, 2025
Proposal Response Due	April 25 2025
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: Ivan Nepeivoda

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Email: nepeivoda.ivan@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. Questions can 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:

Service Scope (Statement on Work)

NDB Staff Engagement Survey 2025

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) in 2015 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 three new member countries: Bangladesh and United Arab Emirates in 2021, and Egypt in 2023.

The Bank’s headquarters are in Shanghai, China (“HQ”) and four regional offices/centers which are 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 in Gandhinagar, India.

NDB conducted the first Staff Engagement Survey (“Survey”) in 2022 and now seeks to do a follow up survey to assess and measure engagement levels since the last survey was done. Staff engagement surveys are valuable tools that provide insights into workforce motivation, job satisfaction, and alignment with organisational goals. When conducted effectively, these surveys can drive meaningful improvements in workplace culture, productivity, and overall performance. By identifying strengths and areas for improvement, NDB can implement targeted actions that foster a more engaged and high-performing workforce.

2. Objectives

The New Development Bank is seeking to engage the services of a professional company (“Consultant”) to design and implement the 2025 Staff Engagement Survey (“Survey”) based on industry best practices.

The objective of the Survey is to help the NDB to build sustainable high-level staff engagement across the organization through:

- (1) Measuring and monitoring employee engagement as a key driver of high performance;
- (2) Providing NDB staff with a mechanism to proactively participate in shaping their working environment;

- (3) Increasing understanding among reporting managers and staff of how the NDB can better engage its people and thus deliver better results through increased productivity, continuous search for more effective and efficient ways of work, and innovation; and
- (4) guiding focused management action per NDB organizational units.

To ensure a more comprehensive view of staff engagement levels and refocus its strategy from only shaping engagement in the present to building and maintaining strong staff engagement capital over the long term, the Survey should use innovative engagement measures, potentially assessing perceptions of past events, present experiences, and future expectations of staff members.

The Survey is expected to deliver engagement data that is easy to understand, interact with, turn into meaningful information, and link to other aspects of organizational performance. It should allow benchmarking of the Bank against other global organizations comparable with NDB in terms of size, global presence, etc., as well as clearly prioritize engagement drivers to determine optimal investment areas for follow-up action and proactively leverage engagement data for organizational decisions in the NDB Headquarters as well as in the Regional offices.

An award will be made to the Consultant that demonstrates experience and expertise in designing, conducting, analyzing, and communicating employee engagement survey results for other multilateral development banks or similar organizations.

The successful Consultant will partner with the Bank in determining final Survey requirements, interpreting results, and participating in presentations to management and staff will be required.

3. SCOPE OF ASSIGNMENT

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

1. Meet with various Bank representatives to discuss the goals of the project, the process, and tasks;
2. Develop a mutually agreeable project management plan that clearly describes all phases of the project with schedule, milestones, responsibilities, and deliverables to achieve the project's outcomes in a successful and timely manner.
3. Develop a clear communication plan at the beginning of the project that results in the Bank's staff understanding the work being conducted by the Consultant, the purpose of the project, and the outcomes anticipated by the Bank's management. Communication is expected to continue throughout the entire project.

4. Facilitate action planning for the Survey follow-up through the analysis and prioritization of drivers, exploring linkages and dependencies between various results/drivers, and providing information about possible “winning strategies”;
5. Enable the Bank to monitor the effectiveness of follow-up actions.
6. Develop an implementation plan that outlines a structured approach with milestones to ensure that NDB can systematically address identified engagement gaps.

More specifically, the **key deliverables** include:

Output 1. Survey Design

1. The Survey should be designed by the Consultant to collect data that would enable the Bank to measure the level of staff engagement across the organization, understand key drivers of engagement and dependencies, identify successes, diagnose problems, and facilitate the design of follow-up measures to ensure improvement.
2. The Survey should be web-based and allow seamless administration in various bandwidth environments. Functionality that would enable respondents to take the Survey in multiple ways, including mobile devices, is an asset.
3. To ensure more meaningful analysis and guide the development and prioritization of the post-survey follow-up, the Survey design/programming should allow for multi-dimensional rating scales, e.g., measuring the degree of agreement/satisfaction and the degree of importance of various workplace aspects for employees. NDB is looking for creative rating/analysis/projection models.
4. The survey will be developed to allow for customized questions (if required).
5. The process for designing the Survey should allow for interaction with multiple discussion sessions between the Consultant and NDB to determine an optimal set of questions to: (1) meet Survey objectives and (2) enable corporate reporting based on agreed indicators. In this process, NDB will expect the Consultant to provide expert advice on the questionnaires, including questions’ content (*the Consultant may already have standard questions used with multiple organizations to ensure benchmarking*), their alignment with/relevance for the Survey objectives, specific wording, rating scales, and other aspects of the Survey.

6. The Survey should be focused and concise not to create an excessive response burden for participants and allow fast administration, processing of results and issuance of reports.

Output 2. Survey Implementation

1. The Survey should be administered in just one language (English).
2. To ensure confidentiality, the Consultant must host the Survey on a server located in one of the NDB member countries and ensure, through appropriate security arrangements, that no individual staff member could be identified.
3. Working closely with the Survey team in the Bank, the Consultant should be prepared to communicate directly with the NDB staff on the launch of the Survey and relevant reminders.
4. The NDB will expect the Consultant to avail of and apply relevant methodology(-ies) for ensuring data quality, reliability and validity and preventing potential errors or attempts to manipulate results through, for example, multiple entries, etc.

Output 3. Survey Analysis and Reporting

1. The Survey platform should allow real-time response rate monitoring (for the entire Bank, per offices, and organizational units, such as per vice presidency, departments, or divisions). Functionality that would enable a real-time view of responses to several critical questions is an asset.
2. The Survey design should account for the organizational structure of the NDB and allow flexible reporting.
3. Results should be available at multiple levels (e.g., organization-wide, Headquarters, regional offices, vice presidency, department, and division) and tailored to different audiences (senior management, reporting managers, HR Team, and staff at large).
4. Reports should also include multiple cuts of results by various demographic criteria such as, for example, gender identity, age, tenure in the Bank, contract type, type of functions, among others, to enable an analysis of engagement drivers for various groups of staff and, hence, customization of follow-up action. Reports should also provide comparisons of the Survey results to benchmark NDB results against other organizations or accepted “norms”.
5. An online portal to generate customized reports and analyze Survey data, including its linkages to key performance matrices, should be available. A mechanism for analyzing responses to open-ended questions (e.g., generation of

word clouds) should also be provided. The portal's functionality should allow for the graphical presentation of results (e.g., graphs, charts, heat maps, landscape maps, etc.) and the generation of custom presentations to support the communication of results and post-Survey discussions.

6. To facilitate follow-up to the Survey and help organizational units to create solutions to issues and risks identified through the Survey, the portal should also include resources for managers to design post-survey action plans. Among others, the tool should allow for the review and analysis of action plans prepared by different organizational units to appreciate an NDB-wide action to strengthen engagement, especially in areas identified as priorities for the entire organization.
7. All bidders should submit a short, recorded video demonstrating the key functionality of their reporting portal (5-15 minutes).
8. The Consultant will be expected to deliver multiple virtual training sessions to relevant NDB constituencies on the use of the online reporting portal, its functionality, and use, as well as on ways to read/interpret various reports. A recording of a training session will also have to be available.
9. The Consultant should expect to be requested to make up to multiple presentations of the survey results for various audiences, including NDB senior management, upon demand (the exact scope of the presentations to be determined).

Output 4. Post-Survey Action Planning

1. The Consultant should expect to be available for multiple sessions with different NDB representatives to facilitate the design of Survey follow-up action plans.
2. The Consultant should provide the final debrief of the project and ensure the transfer of all information/data and survey documentation to the NDB.
3. The Consultant should provide post-survey support with consideration and interpretation of results and support tools, templates, and resources to effectively act on engagement results.
4. The Consultant should provide recommendations and samples for post-survey action plans.
5. The Consultant should provide implementation support and training, as needed, and project status updates weekly.

4. OWNERSHIP OF DATA

1. The NDB will own all the survey data generated through the Survey. The Consultant is requested to hand over the data to the responsible NDB staff once the project is completed.

5. DURATION OF THE SURVEY

1. The project plan should outline all the project steps and should be agile to amend as required by NDB.

6. REQUIREMENTS

The Bank will determine the merits of one proposal over another based on the written information contained within the proposal. For the Bank to compare proposals uniformly and objectively, all proposals are required to provide the following:

1. Describe your organization's qualifications, track record relating to staff engagement surveys and establish the ability of your organization to carry out the NDB Survey specifications.
2. Describe the Survey instrument that your organization will use to assess the NDB staff engagement survey. Specifically describe your approach to the development of survey items.
3. Describe the process you suggest for communicating with staff, managers, and senior management groups before the distribution of surveys and after the results are tabulated.
4. Describe your organization's approach to data analysis. Be specific about the database which is available for comparisons.
5. Describe your organization's suggested format for action plans and the process you recommend for building them.
6. Describe your organization's protocols to protect the confidentiality of survey participants.
7. Describe the qualifications of all personnel to be assigned to or proposed for this project. Information about education, training, experience, and certifications should be included.

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	