



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-2020-00273 Compensation and Benefit review project. Please refer to the following information or attached TOR (Service Scope) for detailed requirements.

Those interested and qualified companies please register into NDB's e-procurement system to be **NDB's registered suppliers** and participate in the bidding process (**please be noted 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 noted 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 timely.

Activity	Date
Distribution of RFP	December 10 ,2020
Deadline for Questions	January 7, 2021
Proposal Response Due	January 8, 2021
Negotiation on contract	TBC
Signing Contract	TBC
Project Kick Off	TBC

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.**

Mr. Ivan Nepeivoda

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3.2 Submission of Proposals

Proposals shall be prepared in English. Both hard copy and electronic version is acceptable. Hard copy (6copies at least) is **optional** and shall be sent in sealed covers. Electronic version is **obligatory** and shall be submitted online via Electronic Procurement System.

For submission of proposal, the qualified suppliers should register to NDB's e-procurement system to be **NDB registered suppliers** (subject to NDB's internal approval) in advance. 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/data-and-documents/corporate-procurements/>)

The mentioning of deadline, due time, closing date, etc. 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. Vendors should refer to the specific RFP paragraph number and page and should quote the questioned passage. NDB will be prompt in responding to questions. All questions will be responded to as a group and sent to all vendors.

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 vendors.

3.5 Proposal Costs

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

3.6 Proposal Format (if applicable)

NDB recommends that the proposal should contain two parts as follows. **The vendor may choose other format if you desires so.**

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

The above format is only a recommendation. Suppliers could use other formats if you desire so.

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. Note: The payment will be done by international wire transfer, then NDB recommends that the tax fee must be included in the proposal, with respective details.

Payment terms applicable - not less than **30 days**.

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 vendors who are going to complete a proposal.

3.9 Sub-contractor

NDB expects to negotiate and sign contract with one winning vendor. NDB will accept only complete solutions from a primary vendor, and will not accept any proposals that are on only one item or a combination of items from the RFP. The prime vendor 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 vendor and a subcontractor.

3.10 Award Notification

NDB could negotiate with all shortlisted suppliers before deciding the winning vendor. And NDB reserves the right to negotiate further with the winning supplier before and in the contracting process. The remaining vendors will be notified in writing of their selection status.

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 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. 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, 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 is 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

The results of Presentation and Demo 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, vendors should provide adequate information to demonstrate their capabilities to fulfill this task.

5. Contract

The participant shall review the service agreement template provided by NDB in advance. The use of NDB's version of the agreement is preferable. Template agreement and general terms and conditions can be found on the NDB's official web-site <https://www.ndb.int/data-and-documents/corporate-procurements/>

Terms of Reference:

2021 Review of Compensation and Benefits 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.

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 to be opened in Moscow, Russia (expected 2020); and Indian Regional Office to be opened in Gandhinagar, India (expected 2021). Further information on the Bank’s activities can be found the website at www.ndb.int.

The NDB Annual Report 2019 is available at <https://www.ndb.int/annual-report-2019/>.

2. NDB STAFF COMPENSATION AND BENEFITS POLICY

The Staff Compensation and Benefits Policy (“Policy”) of the NDB¹ was approved in January 2016 and is reviewed on a periodic basis. The most recent comprehensive market review of compensation and benefits was completed by an external consultant in March 2019, resulting in adjustments to the salary structure and enhanced/new benefits proposed to and approved by the Board.

The compensation structure comprises two components, namely the base salary and a supplementary allowance (for Professional Staff).

- (i) Annual Base Salary is governed by the salary ranges associated with each grade in the Bank. A single salary structure is designed for Professional Staff regardless of duty station based on the global market (multilateral development banks/international financial institutions). Salary ranges for Support Staff are designed with reference to the local market in BRICS countries respectively.
- (ii) Supplementary Allowance is an allowance for Professional Staff and Management which is defined by reference to a percentage of the base salary. It is intended to partially defray higher costs of living in the cities of posting and therefore the rate of the allowance varies by duty station.

¹ The guiding principles of total rewards can be found in Appendix 2.

The core benefits provided by the Bank in general have the same level of applicability and coverage for Professional and Support Staff, except where a benefit/allowance addresses the needs related to relocation, expatriation and children education specific to a multinational and largely expatriate professional staff workforce. The benefits package includes:

- (i) Medical insurance for staff and eligible dependents;
- (ii) Life and Accidental Death & Disability insurance for staff;
- (iii) Leave benefits (annual leave, paid sick leave, maternity leave, family leave) and public holidays;
- (iv) Staff retirement plan;
- (v) Post-retirement insurance benefit;
- (vi) Settlement and resettlement benefit (for Professional Staff);
- (vii) Children education assistance allowance (for Professional Staff);
- (viii) Home travel benefit (for Professional Staff).

3. OBJECTIVES OF THE REVIEW

The first and foremost objective of the review is to affirm the overall competitiveness of the Bank's compensation and benefits programs and whether the Bank is aligned correctly with its defined comparator market.

The second major objective is to assess the necessity and feasibility of refinements and new programs with regard to the reward framework in alignment with the Bank's business needs and evolving workforce requirements. In particular, NDB is building up its private sector operations capacity and will need to enhance its value proposition for candidates with relevant background and experience to support the recruitment or retention of critical skills.

To this end, the Bank is seeking the services of an international consulting firm ("consultant") to conduct a comprehensive review of NDB compensation and benefits for all staff categories and grades² at Headquarters and regional offices, for submission to the Board.

4. SCOPE OF ASSIGNMENT

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

- (i) Total Rewards
 - Conduct a holistic validation of the competitive positioning of the Bank's total cash compensation (salary and cash allowances), total benefits (employer-provided value), and total rewards (i.e., total cash compensation and benefits combined) versus the MDB/IFIs for Professional Staff and the local market for Support Staff.
 - Review the reward practices of market comparators and recommend enhancements to NDB's total rewards structure for the recruitment and retention of professionals with critical skills, such as recruitment bonus, non-salary awards and performance-based incentives.

² The Grade Structure and descriptions for Professional Staff and Support Staff can be found in Appendix 1.

- Assess NDB’s reward review cycle and methodology vis-à-vis the market practice of MDB/IFIs in respect of comprehensive, broad-based market benchmarking reviews and salary structure reviews.

(ii) Compensation

- Assess the salary adjustments in the reference market of MDB/IFIs³ between 2018 and 2020 and propose adjustment to the salary ranges of NDB Professional Staff where needed.
- Review the methodology for adjustments of supplementary allowance for Professional Staff at HQ and in regional offices and propose adjustments, if any.
- Assess the appropriateness and relevance of the choice of comparator group that has been utilized for benchmarking Support Staff salary ranges.
- Review the salary ranges for Support Staff in HQ and regional offices and propose adjustments where needed.
- Review the salary ranges for Grade 4 and Grade 5 vis-à-vis local public and private sector market data in BRICS countries for selected roles who could be locally recruited.
- Assess NDB’s current salary structure review and adjustment methodology and the current approach utilized by the Bank for implementing market-based salary corrections (structural salary adjustments) and determination of the size and distribution of annual salary increments.

(iii) Benefits

- Review the leave policies of major MDB/IFIs and emerging practices in the market and propose changes (if any) with due regard to locally prevalent practices in the Bank’s countries of operation.
- Review the market practice of providing a transfer/relocation benefit to Professional Staff who relocate from one duty station to another duty station upon reassignment, as a new benefit to be introduced by the Bank.
- Review other benefits programs of the Bank and propose enhancements (if any).

For the avoidance of doubt, the scope only includes compensation and benefits of the Bank’s Professional Staff and Support Staff workforce. Management (President and Vice Presidents) remuneration is out of scope.

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

- The current NDB Compensation and Benefits Policy, insurance and retirement plan documentation, and other relevant HR policies as applicable.
- Previous market competitiveness studies and data reports.

³ The MDB/IFIs comparator group used for the 2019 benchmarking review consisted of Asian Development Bank, Asia Infrastructure Investment Bank, European Bank for Reconstruction and Development, Inter-American Development, and World Bank Group.

- Position requirement and job descriptions for business and support roles⁴.
- Other information as applicable.

5. 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 review approach, methodologies, and timelines;
- (ii) An interim report with benchmarking results and preliminary findings/analyses for discussions;
- (iii) A comprehensive final report which includes the following areas taking into consideration internal and external factors:
 - Key findings and proposed changes to the compensation methodology and practices, where necessary or appropriate for NDB's consideration.
 - Compensation and benefits benchmarking result and analyses and where needed: a) proposed salary structure adjustments, b) supplementary allowance adjustments, and c) proposed benefit changes and/or additions.
 - Recommendations on fine-tuning of the current reward strategy/framework in order to improve market alignment and the Bank's value proposition.

6. 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 March 31, 2021.

7. 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 the reward practices at major MDB/IFIs to conduct the review.
- (iii) Readiness to update the progress on the project preparation/implementation as per the Bank's request.
- (iv) The consultant may be required to make presentations to the stakeholders of the Bank.

⁴ A non-exhaustive list of job families and benchmark jobs is provided in Appendix 3.

(v) All communications and deliverables should be in English.

8. 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:

The Bank classifies its staff into two segments based on the nature of the job, talent market and market competitiveness. These two segments will have distinct reward philosophies:

- 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 compensation structure is based on the global market and designed to be competitive for both globally and in-country hired Professional Staff.

- 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. The compensation structure for Support Staff is referenced to the local market of the duty station country.

Appendix 2

The guiding principles of NDB Compensation and Benefits

- Attract and retain global talent – To compensate staff based on the talent sourcing strategy of attracting and retaining the best global talent in the member countries. The philosophy is also driven by the scarcity/availability of the talent pools in the talent markets from where the Bank is attracting talent.
- Competitive and cost effective – The structure will be competitive which is market driven based on market benchmarks and cost effective, keeping in mind the Bank’s role as a development financial institution.
- Young workforce - A philosophy focused on the cash component which appeals to young workforce. Young workforce will bring innovation with appropriate risk appetite and flexibility.
- Internal equity, fairness and transparency – The Bank will maintain the right balance in internal and external equity. Compensation and benefits policies and practices are designed to be fair, equitable and transparent that can be applied consistently.
- Merit based – The Bank has adopted a philosophy that is performance driven and links reward structure to the performance of individuals and the Bank.
- Flat and lean structure – The compensation and benefits policies and practices are aligned to a flat and lean organization structure with broader roles and responsibilities.
- Ease of Administration – The Bank’s compensation and benefits structure is simple by design, which can be easily administered and managed without any complexity.

Appendix 3

Job Families and Benchmark Jobs

Professional Staff

1. Operations
 - Project Finance
 - Infrastructure/Sector Specialist
 - Economist
2. Operations Policy and Project Support
 - Environmental and Social Specialist
 - Project Procurement
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
 - 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