

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 **Staff Engagement Survey 2022**. 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 **July 12, 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	June 28, 2022
Deadline for questions if any	July 5, 2022
Proposal Response Due	5:15pm CST July 12, 2022
Signing Contract	TBD (estimated in August 2022)
Project Kick Off	TBD (estimated in September 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.

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:

NDB Staff Engagement Survey 2022

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 member 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 at www.ndb.int.

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

2. OBJECTIVES

The New Development Bank is seeking to engage the services of a professional company (“Consultant”) to design and implement the first Bank’s 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 HQs 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.

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

Output 1. Survey Design

1. The Survey should be designed and programmed 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 expected to be administered no later than the end of November of this year, for up to three weeks (i.e., 2 weeks with a possible extension of one more week).
2. The Survey should be administered in just one language (English).
3. 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.
4. 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.
5. 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, HQs, regional offices, vice presidency, department, and division) and tailored to different audiences (senior management, reporting managers, HR Team, and staff at large). 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”.

4. 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.
5. 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.
6. All bidders should submit a short, recorded video demonstrating the key functionality of their reporting portal (5-15 minutes).
7. 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.
8. 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

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

5. DURATION OF THE SURVEY

The duration of the survey will not exceed three months, and the Consultant is expected to deliver the final report by no later than November 30, 2022, as per the table below:

SN	Deliverables as per TOR	Timeline (*)	Approximate # of Consultant weeks (*)	Payment
1	Output 1. Survey Design	September	Up to 2 weeks	Payment will be made upon 100% acceptance and approval of each deliverable
2	Output 2. Survey Implementation	October	up to 3 weeks	
3	Output 3. Survey Analysis and Reporting	October	Up to 2 weeks	
4	Output 4. Post-Survey Action Planning	November	Up to 3 weeks	

Note: (*) The timeline and the approximate # of Consultant weeks are tentative.

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.