

ANNEX D - Financial Offer Form - RFP/2017/890
DHRM Review

Please use this form for your financial proposal for the indicated services giving the price in a fixed and all inclusive basis.
Please indicate all prices in **only one currency** and indicate them **without VAT**.

Vendor Name:	
Address:	
Company Web Home Page address (if available):	
Name of Authorized Representative:	
Name of Contact Person:	
Contact E-mail:	
Contact Phone:	
Validity of Offer:	

IMPORTANT: Please declare in which currency your prices are quoted:

Disclaimer 1: Payment will be made only upon UNHCR's acceptance of the work performed in accordance with agreed schedule of payment and/or contract milestones.

Disclaimer 2: Do not factor in cost for travel (air tickets) as these will be reimbursed separately according to the UN Travel Policy. Do not factor in accommodation costs during the two fieldtrips. Do include all other associated costs. At a later stage of the RFP a quote for air tickets as well as accommodation during the two fieldtrips may be requested from the technically compliant bidders for evaluation purposes.

Cost Element	Number of Consultants	Estimated days	Rate/Day	Total
Deliverables for the Rapid Organisation Assessment (ROA)				
Phase 1: Initial Research and Introduction Review of initial documents provided by UNHCR to prepare for first meeting with DHRM, Meet with the DHRM Director, the project focal point and other key HR and headquarters staff members				
Phase 2: Research Desk review of relevant documentation; data analysis of structure, staffing (including HR structures in the field), budget; review of processes, activities and priorities				
Phase 3: Consultations Semi-structured interviews with senior managers; focus group discussions with DHRM and staff at large and staff/ management bodies (Inclusion Diversity & Gender challenge team, Joint Review Board, Joint Advisory Committee, Staff Council); webinars with selected operations and field-based HR staff; two field trips to selected operations.				
Phase 4: Diagnosis Analysis of findings from consultations; analysis of processes, systems, tools and structures; identify gaps and over-laps and areas where DHRM capacity to deliver needs strengthening; identify and compare best practice in the business (other UN or international entities); and consider concrete steps for improvement				
Phase 5: Recommendations Review draft recommendations and roadmap with DHRM, senior management and other stakeholders; write report				
Phase 6: Linkages Workshop with DHRM management to review, revise and update the People Strategy implementation plan				
Phase 6: Final report - Final report submitted, Presentation to DHRM Director				
<i>Additional proposed consultants; indicate role (s); add lines if required</i>				
Salary - Sub-total:				
Overhead, administration or other costs, if any (indicating nature and breakdown)				
<i>Add or remove lines as required</i>				
Other costs - Sub-total:				
Total Project Costs (all inclusive)				

Disclaimer: For evaluation purposes only, the offers submitted in currency other than US Dollars will be converted into US Dollars using the United Nations rate of exchange in effect on the date the submissions are due.

Disclaimer: The cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment. Additional costs during/after assignment such as revisions, corrections, travel, administration, communication shall neither be charged to UNHCR at later stage.

Comments: