



United Nations Population Fund
Asia and Pacific Regional Office
4th Floor United Nations Service Building,
Rajdamnern Nok Avenue, Bangkok, 10200
Thailand.
E-mail: apro-procurement@unfpa.org
Website: <https://asiapacific.unfpa.org>

**Q&A in response to
Request for Quotation (RFQ) N°: UNFPA/BKK/RFQ/26/001
The Provision of Organizational Structuring Review and Assessment United Nations Population
Fund Asia and Pacific Region (UNFPA APRO)**

Q1: Budget - As the RFQ does not indicate an indicative budget, we would appreciate any guidance UNFPA could provide regarding the expected budget range for this assignment or alternatively an estimated number of consultants days.

A1: The estimated budget for the assignment is ranges between USD 40,000 - 50,000.

Q2: Legal Representation requirement - The RFP indicate that a bidder must be a legally constituted company with the legal capacity to enter into a contract with UNFPA and perform the assignment in the country, or through an authorized representative, could you kindly clarify whether this requires legal presence or representation in each of the six countries covered by the assignment, or whether one legally constituted entity representing the consortium would be acceptable?

A2: One legally constituted entity representing the consortium is acceptable. There is no requirement for legal presence or representation in each of the six countries covered by the assignment.

Q3: National Consultants - Could you kindly confirm whether UNFPA expects or prefers that the consortium include national consultants in each of the countries covered by assignment?

A3: There are no such expectations or preferences.

Q4: Travel budgeting - In the Price Quotation Form, bidders are asked to provide travel costs for several locations (Bangkok, Phnom Penh, Hanoi, Vientiane, Beijing and Ulaanbaatar). Could you please confirm whether bidders are expected to budget travel to all listed locations, or whether these locations are indicative and travel may be proposed according to the methodology?

A4: Bidders must include the cost of travel to all specified locations in their budget. Nevertheless, the actual decision to undertake this travel will be finalized based on the work plan presented in the inception report and is subject to the approval of APRO senior management (refer to the Section V of the TOR)

Q5: Country offices included in the clustering review – Could UNFPA kindly confirm which country offices are expected to be covered in the clustering analysis? We note that several locations are listed in the travel form, but it would be helpful to confirm the full scope of offices included in the exercise.

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18-Mar-2026



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A5: Please refer to the TOR – section I. Background and Rationale: that ‘It is within the aforementioned broad and corporate wide adverse revenue scenario planning exercise that the UNFPA Resource Management Committee (RMC) reviewed and approved a set of initiatives and organizational structuring changes proposed by APRO and focused on the clustering of management functions **for two groups of Country Offices:**

- **Cluster 1: Cambodia, Viet Nam and Laos.**
- **Cluster 2: China, Mongolia and Democratic People's Republic of Korea (DPRK).**

Q6: HR data availability - For the HR capacity review and organizational structuring analysis, will UNFPA provide relevant staffing and HR data (e.g. staffing tables, organizational charts, or post information) to support the assessment?

A6: Yes, and as indicated in the TOR, section IV (inputs)

Q7: We are considering bidding for the Organizational Structuring Review and Assessment United Nations Population Fund Asia and Pacific Region (UNFPA APRO). May we ask where the UNFPA contractual entity for this RFQ is located?

A7: The UNFPA contractual entity for this RFQ is United Nations Population Fund, Asia and Pacific Regional Office (UNFPA APRO), located on the 4th Floor, United Nations Service Building, Bangkok, 10200, Thailand.

Q8: Baseline staffing data - Could UNFPA please confirm the current in-scope headcount for each of the six country offices? [Michel]

A8: Please refer to the below table

Country office	Headcount
China	14
Dem Rep Korea	3
Mongolia	20
Cambodia	19
Lao	27

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Viet Nam	25
Grand Total	108

Q9: Definition of HR Deployment - Could UNFPA clarify what is meant by “HR Deployment options” in this assignment?

A9: By HR deployment options we mean organizational structuring and staffing arrangements.

Q10: Success measures - How will UNFPA define success for this engagement and for the future-state model, both during the project and post-implementation? Specifically, are there priority quantitative and qualitative success measures UNFPA would like the design to optimize?

A10: The engagement will be considered successful if it yields structures that are fit-for-purpose, based on UNFPA’s strategic goals in the given countries, the prevailing context (local and international) and the needs (current and anticipated) in terms of resources and capacity. Refer to the TOR, section II (Objectives of the assignment) for further details on the expectations.

Q11: Required level of design detail - Could UNFPA clarify the expected level of specificity for the organizational design outputs? Should the proposed structure be developed to the level of specific posts/positions for all in-scope offices or is a role-based target-state design sufficient? In addition, does UNFPA expect the assignment to include any mapping of current talent/incumbents to future roles?

A11: We expect the organizational design outputs to have a combination of both role-based and specific positions. For example, the deliverable #5 (organizational structuring proposals) as defined in the TOR – section V. Outputs/Deliverables and Timing – will include the proposed structure developed to the level of specific posts/positions for all in-scope offices. Also, there is no need to map incumbents to future roles, but we do expect the assignment to take stock of skillsets available in the country offices and include an analysis that highlights the strengths and gaps vis-à-vis the needs of the country programmes.

Q12: Future competency shifts: Has UNFPA already identified any priority new or expanded skills/competencies needed to deliver the 2026–2029 Strategic Plan and updated business model?

A12: No. This assignment is expected to include the necessary assessment for the identification of priority, new, or expanded skills/competencies needed.

Q13: Can you provide an up-do-date organizational structure of the APRO?

A13: The org. Structures and other relevant documentation as mentioned in the TOR, section IV (Inputs), will be shared in due course after the contract award.

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Q14: What are the shared functions envisioned to be clustered?

A14: They are not predetermined and we expect the assignment to bring about these recommendations. Although, in our view, the “Operations” function appears to be an obvious candidate for this.

Q15: In deliverable 3, what are the functions that are considered “beyond management”?

A15: Programmatic areas; Multilateral and Partnership; Operations

Q16: We would like to kindly ask whether an extension to the submission deadline could be considered”?

A16: Yes, we can extend the deadline for one additional week. Proposals are to be sent by email to the email address for bid submission at apro-procurement@unfpa.org no later than **Tuesday 31st March 2026 at 17:00 hours, Bangkok Time.**

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