

## **REQUEST FOR PROPOSALS**

**For Hiring Think Tanks to Facilitate Punjab Planning & Development Department on  
SDGs Localization**

**Development Policy Unit  
UNDP CO Pakistan**



**United Nations Development Programme  
August, 2017**

## Section 1. Notice of Invitation

August 25, 2017

Reference No. UNDP-RFP-2017-048

JTN: 9241

### **Request for Proposal for Engagement of Think Tanks to Facilitate Punjab Planning & Development Department on SDGs Localization**

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents:

- Section 1 – This Notice of Invitation
- Section 2 – Instructions to Proposers (including Data Sheet)
- Section 3 – Terms of Reference
- Section 4 – Proposal Submission Form
- Section 5 – Documents Establishing the Eligibility and Qualifications of the Proposer
- Section 6 – Technical Proposal Form
- Section 7 – Financial Proposal Form
- Section 8 – Contract for Professional Services, including General Terms and Conditions
- Appendix A – Instructions manual for use of the eTendering system by Proposers.
- Appendix B – Terms and Conditions for use of online eTendering system.

Your offer, comprising of a Technical and Financial Proposal, should be submitted in accordance with Section 2, through eTendering online system and by the deadline indicated in <https://etendering.partneragencies.org> by **Monday 18<sup>th</sup> September 2017 (12:30 PM Pakistan Standard Time OR 3:30 AM EST)**.

You are kindly requested to indicate whether your company intends to submit a Proposal by clicking on "Accept Invitation" button no later than **Tuesday 5<sup>th</sup> September 2017 [12:30 PM Pakistan Standard Time OR 3:30 AM EST]**. If that is not the case, UNDP would appreciate your indicating the reason, for our records

If you have received this RFP through a direct invitation by UNDP, transferring this invitation to another firm requires your written notification to UNDP of such transfer and the name of the company to whom the invitation was forwarded.

Should you require further clarifications, kindly communicate with the contact person identified in the attached Data Sheet as the focal point for queries on this RFP. While UNDP would endeavor to provide response/clarification expeditiously, any delay in providing such information will not be considered a reason for extending the submission date.

UNDP looks forward to receiving your Proposal and thanks you in advance for your interest in UNDP procurement opportunities.

Yours sincerely,



**Ignacio Artaza  
Country Director**

United Nations Development Programme



## Section 2: Instruction to Proposers<sup>1</sup>

### Definitions

- a) *"Contract"* refers to the agreement that will be signed by and between the UNDP and the successful proposer, all the attached documents thereto, including the General Terms and Conditions (GTC) and the Appendices.
- b) *"Country"* refers to the country indicated in the Data Sheet.
- c) *"Data Sheet"* refers to such part of the Instructions to Proposers used to reflect conditions of the tendering process that are specific for the requirements of the RFP.
- d) *"Day"* refers to calendar day.
- e) *"Government"* refers to the Government of the country that will be receiving the services provided/rendered specified under the Contract.
- f) *"Instructions to Proposers"* (Section 2 of the RFP) refers to the complete set of documents that provides Proposers with all information needed and procedures to be followed in the course of preparing their Proposals
- g) *"NOI"* (Section 1 of the RFP) refers to the Notice of Invitation sent by UNDP to Proposers.
- h) *"Material Deviation"* refers to any contents or characteristics of the proposal that is significantly different from an essential aspect or requirement of the RFP, and : (i) substantially alters the scope and quality of the requirements; (ii) limits the rights of UNDP and/or the obligations of the offeror; and (iii) adversely impacts the fairness and principles of the procurement process, such as those that compromise the competitive position of other offerors.
- i) *"Proposal"* refers to the Proposer's response to the Request for Proposal, including the Proposal Submission Form, Technical and Financial Proposal and all other documentation attached thereto as required by the RFP.
- j) *"Proposer"* refers to any legal entity that may submit, or has submitted, a Proposal for the provision of services requested by UNDP through this RFP.
- k) *"RFP"* refers to the Request for Proposals consisting of instructions and references prepared by UNDP for purposes of selecting the best service provider to perform the services described in the Terms of Reference.
- l) *"Services"* refers to the entire scope of tasks and deliverables requested by UNDP under the RFP.
- m) *"Supplemental Information to the RFP"* refers to a written communication issued by



UNDP to prospective Proposers containing clarifications, responses to queries received from prospective Proposers, or changes to be made in the RFP, at any time after the release of the RFP but before the deadline for the submission of Proposals.

- n) *"Terms of Reference"* (TOR) refers to the document included in this RFP as Section 3 which describes the objectives, scope of services, activities, tasks to be performed, respective responsibilities of the proposer, expected results and deliverables and other data pertinent to the performance of the range of duties and services expected of the successful proposer.

## **A. GENERAL**

1. UNDP hereby solicits Proposals in response to this Request for Proposal (RFP). Proposers must strictly adhere to all the requirements of this RFP. No changes, substitutions or other alterations to the rules and provisions stipulated in this RFP may be made or assumed unless it is instructed or approved in writing by UNDP in the form of Supplemental Information to the RFP.
2. Submission of a Proposal shall be deemed as an acknowledgement by the Proposer that all obligations stipulated by this RFP will be met and, unless specified otherwise, the Proposer has read, understood and agreed to all the instructions in this RFP.
3. Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of any Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this RFP.
4. UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See [http://www.undp.org/about/transparencydocs/UNDP\\_Anti\\_Fraud\\_Policy\\_English\\_FIN\\_AL\\_june\\_2011.pdf](http://www.undp.org/about/transparencydocs/UNDP_Anti_Fraud_Policy_English_FIN_AL_june_2011.pdf) and [http://www.undp.org/content/undp/en/home/operations/procurement/procurement\\_protest/](http://www.undp.org/content/undp/en/home/operations/procurement/procurement_protest/) for full description of the policies)
5. In responding to this RFP, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
  - 5.1 Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;

- 5.2 Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or
- 5.3 Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

- 6. Similarly, the Proposers must disclose in their proposal their knowledge of the following :
  - 6.1 That they are owners, part-owners, officers, directors, controlling shareholders, or they have key personnel who are family of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and
  - 6.2 All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

Failure of such disclosure may result in the rejection of the proposal or proposals affected by the non-disclosure.

- 7. The eligibility of Proposers that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered as an independent entity, the extent of Government ownership/share, receipt of subsidies, mandate, access to information in relation to this RFP, and others that may lead to undue advantage against other Proposers, and the eventual rejection of the Proposal.
- 8. All Proposers must adhere to the UNDP Supplier Code of Conduct, which may be found at this link: <http://web.ng.undp.org/procurement/undp-supplier-code-of-conduct.pdf>

## **B. CONTENTS OF PROPOSAL**

### **9. Sections of Proposal**

Proposers are required to complete, sign and submit the following documents:

- 9.1 Proposal Submission Cover Letter Form (see RFP Section 4);
- 9.2 Documents Establishing the Eligibility and Qualifications of the Proposer (see RFP Section 5);
- 9.3 Technical Proposal (see prescribed form in RFP Section 6);
- 9.4 Financial Proposal (see prescribed form in RFP Section 7);
- 9.5 Proposal Security, if applicable (if required and as stated in the **Data Sheet** (DS nos. 9-11), see prescribed Form in RFP Section 8); A scanned copy of this document



must be attached with your proposal in the system and the original must be sent by mail. Original must arrive no later than [insert date and time]  
9.6 Any attachments and/or appendices to the Proposal.

## **10. Clarification of Proposal**

10.1 Proposers may request clarifications of any of the RFP documents no later than the date indicated in the **Data Sheet** (DS no. 16) prior to the proposal submission date. Any request for clarification must be sent in writing via courier or through electronic means to the UNDP address indicated in the **Data Sheet** (DS no. 17). UNDP will respond in writing by uploading the document with the responses in the system (including an explanation of the query but without identifying the source of inquiry). After which, all Proposers who have accepted in the Invitation will be automatically alerted that such a clarification has been posted online.

10.2 UNDP shall endeavor to provide such responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.

## **11. Amendment of Proposals**

11.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Proposer, modify the RFP in the form of a Supplemental Information to the RFP that will be uploaded in the system and made available to all Invited Proposers. All prospective Proposers (Proposers who have "accepted the Bid Invitation" in the system) will be notified that changes have occurred. through the method specified in the **Data Sheet** (DS No. 18).

11.2 In order to afford prospective Proposers reasonable time to consider the amendments in preparing their Proposals, UNDP may, at its discretion, extend the deadline for submission of Proposals, if the nature of the amendment to the RFP justifies such an extension.

## **C. PREPARATION OF PROPOSALS**

### **1. Cost**

The Proposer shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall in no case be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.

### **2. Language**

The Proposal, as well as any and all related correspondence exchanged by the Proposer and UNDP, shall be written in the language (s) specified in the **Data Sheet** (DS No 4). Any printed literature furnished by the Proposer written in a language other than the language indicated in the **Data Sheet**, must be accompanied by a translation in the preferred language indicated in the **Data Sheet**. For purposes of interpretation of the Proposal, and in the event of discrepancy or inconsistency in meaning, the version translated into the preferred language shall govern. Upon conclusion of a contract, the language of the contract shall govern the relationship between the contractor and UNDP.

### 3. Proposal Submission Form

The Proposer shall submit the Proposal Submission Form using the form provided in Section 4 of this RFP.

### 4. Technical Proposal Format and Content

Unless otherwise stated in the **Data Sheet** (DS no. 28), the Proposer shall structure the Technical Proposal as follows:

- 15.1 Expertise of Firm/Organization – this section should provide details regarding management structure of the organization, organizational capability/resources, and experience of organization/firm, the list of projects/contracts (both completed and on-going, both domestic and international) which are related or similar in nature to the requirements of the RFP, and proof of financial stability and adequacy of resources to complete the services required by the RFP (see RFP clause 18 and DS No. 26 for further details). The same shall apply to any other entity participating in the RFP as a Joint Venture or Consortium.
- 15.2 Proposed Methodology, Approach and Implementation Plan – this section should demonstrate the Proposer's response to the Terms of Reference by identifying the specific components proposed, how the requirements shall be addressed, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted; and demonstrating how the proposed methodology meets or exceeds the specifications, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable that is within the duration of the contract as specified in the **Data Sheet** (DS nos. 29 and 30).

Proposers must be fully aware that the products or services that UNDP requires may be transferred, immediately or eventually, by UNDP to the Government partners, or to an entity nominated by the latter, in accordance with UNDP's policies and procedures. All proposers are therefore required to submit the following in their proposals :



- a) A statement of whether any import or export licences are required in respect of the goods to be purchased or services to be rendered, including any restrictions in the country of origin, use or dual use nature of the goods or services, including any disposition to end users; and
- b) Confirmation that the Proposer has obtained license of this nature in the past, and have an expectation of obtaining all the necessary licenses, should their Proposal be rendered the most responsive.

15.3 Management Structure and Key Personnel – This section should include the comprehensive curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

In complying with this section, the Proposer assures and confirms to UNDP that the personnel being nominated are available for the Contract on the dates proposed. If any of the key personnel later becomes unavailable, except for unavoidable reasons such as death or medical incapacity, among other possibilities, UNDP reserves the right to consider the proposal non-responsive. Any deliberate substitution arising from unavoidable reasons, including delay in the implementation of the project of programme through no fault of the Proposer shall be made only with UNDP's acceptance of the justification for substitution, and UNDP's approval of the qualification of the replacement who shall be either of equal or superior credentials as the one being replaced.

15.4 Where the **Data Sheet** requires the submission of the Proposal Security, the Proposal Security shall be included along with the Technical Proposal. The Proposal Security may be forfeited by UNDP, and reject the Proposal, in the event of any or any combination of the following conditions:

- a) If the Proposer withdraws its offer during the period of the Proposal Validity specified in the **Data Sheet** (DS no. 11), or;
- b) If the Proposal Security amount is found to be less than what is required by UNDP as indicated in the **Data Sheet** (DS no. 9), or;
- c) In the case the successful Proposer fails:
  - i. to sign the Contract after UNDP has awarded it;
  - ii. to comply with UNDP's variation of requirement, as per RFP clause 35; or
  - iii. to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the effectivity of the contract that may be awarded to the Proposer.

## 5. Financial Proposals



The Financial Proposal shall be prepared using the attached standard form (Section 7). It shall list all major cost components associated with the services, and the detailed breakdown of such costs. All outputs and activities described in the Technical Proposal must be priced separately on a one-to-one correspondence. Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

## **6. Currencies**

All prices shall be quoted in the currency indicated in the **Bid Event**. However, where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:

- a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and
- b) In the event that the proposal found to be the most responsive to the RFP requirement is quoted in another currency different from the preferred currency as per **Bid Event**, then UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.

## **7. Documents Establishing the Eligibility and Qualifications of the Proposer**

The Proposer shall furnish documentary evidence of its status as an eligible and qualified vendor, using the forms provided under Section 5, Proposer Information Forms. In order to award a contract to a Proposer, its qualifications must be documented to UNDP's satisfaction. These include, but are not limited to, the following:

- a) That, in the case of a Proposer offering to supply goods under the Contract which the Proposer did not manufacture or otherwise produce, the Proposer has been duly authorized by the goods' manufacturer or producer to supply the goods in the country of final destination;
- b) That the Proposer has the financial, technical, and production capability necessary to perform the Contract; and
- c) That, to the best of the Proposer's knowledge, it is not included in the UN 1267/1989 List or the UN Ineligibility List, nor in any and all of UNDP's list of suspended and removed vendors.

Proposals submitted by two (2) or more Proposers shall all be rejected if they are found to have any of the following :

- a) they have at least one controlling partner, director or shareholder in common; or
- b) any one of them receive or have received any direct or indirect subsidy from the other/s; or
- c) they have the same legal representative for purposes of this RFP; or

- d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Proposer regarding this RFP process;
- e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Proposer; or
- f) an expert proposed to be in the team of one Proposer participates in more than one Proposal received for this RFP process. This condition does not apply to subcontractors being included in more than one Proposal.

## **8. Joint Venture, Consortium or Association**

If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally, and this shall be duly evidenced by a duly notarized Agreement among the legal entities, which shall be submitted along with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.

After the Proposal has been submitted to UNDP, the lead entity identified to represent the joint venture shall not be altered without the prior written consent of UNDP. Furthermore, neither the lead entity nor the member entities of the joint venture can:

- a) Submit another proposal, either in its own capacity; nor
- b) As a lead entity or a member entity for another joint venture submitting another Proposal.

The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the Joint Venture Agreement. All entities that comprise the joint venture shall be subject to the eligibility and qualification assessment by UNDP.

Where a joint venture is presenting its track record and experience in a similar undertaking as those required in the RFP, it should present such information in the following manner:

- a) Those that were undertaken together by the joint venture; and
- b) Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in the RFP.

Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture or those of its members, but should only



be claimed by the individual experts themselves in their presentation of their individual credentials.

If a joint venture's Proposal is determined by UNDP as the most responsive Proposal that offers the best value for money, UNDP shall award the contract to the joint venture, in the name of its designated lead entity. The lead entity shall sign the contract for and on behalf of all other member entities.

## **9. Alternative Proposals**

Unless otherwise specified in the **Data Sheet** (DS nos. 5 and 6), alternative proposals shall not be considered. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.

## **10. Validity Period**

Proposals shall remain valid for the period specified in the **Data Sheet** (DS no. 8), commencing on the submission deadline date also indicated in the **Data Sheet** (DS no. 21). A Proposal valid for a shorter period shall be immediately rejected by UNDP and rendered non-responsive.

In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Proposers to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.

## **11. Proposer's Conference**

When appropriate, a proposer's conference will be conducted at the date, time and location specified in the **Data Sheet** (DS no. 7). All Proposers are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Proposer. Minutes of the proposer's conference will be uploaded on the system. No verbal statement made during the conference shall modify the terms and conditions of the RFP unless such statement is specifically written in the Minutes of the Conference, or issued/posted as an amendment in the form of a Supplemental Information to the RFP.

# **D. SUBMISSION AND OPENING OF PROPOSALS**

## **12. Submission**

23.1 The Financial Proposal and the Technical Proposal Envelopes MUST BE COMPLETELY SEPARATE and uploaded separately in the system and clearly named as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each document shall include the Proposer's name and address. The file with the "FINANCIAL PROPOSAL" must be encrypted with a password so that it cannot be opened nor viewed until the Proposal has been found to pass the

technical evaluation stage. Once a Proposal has been found to be responsive by passing the technical evaluation stage, UNDP shall request the Proposer to submit the password to open the Financial Proposal. The Proposer shall assume the responsibility for not encrypting the financial proposal..

- 23.2 In the unlikely and exceptional event that the Proposers encounter technical problems when submitting the proposal in the system, then the Proposal can be sent via email as instruction in the Data Sheet (DsNo. XX). Proposers are however strongly advised to undertake all necessary efforts, including requesting support from UNDP, to submit the Proposal through the online system. In all cases, email submission must be authorized and accepted by UNDP prior to the submission deadline indicated . *Proposals submitted via email which **does not have prior authorization** by UNDP will not be accepted.*
- 23.3 Proposers must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Proposer accepts the General Contract Terms and Conditions of UNDP as attached hereto as Section 11.

### **13. Withdrawal, Substitution, and Modification of Proposals**

- 25.1 Proposers are expected to have sole responsibility for taking steps to carefully examine in detail the full consistency of its Proposals to the requirements of the RFP, keeping in mind that material deficiencies in providing information requested by UNDP, or lack clarity in the description of services to be provided, may result in the rejection of the Proposal. The Proposer shall assume the responsibility regarding erroneous interpretations or conclusions made by the Proposer in the course of understanding the RFP out of the set of information furnished by UNDP.
- 25.2 A Proposer may withdraw, substitute or modify its Proposal after it has been submitted by cancelling or editing their bid in the system.

### **14. Confidentiality**

Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Proposers or any other persons not officially concerned with such process, even after publication of the contract award.

Any effort by a Proposer to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal.

In the event that a Proposer is unsuccessful, the Proposer may seek a meeting with UNDP for a debriefing. The purpose of the debriefing is discussing the strengths and weaknesses of the Proposer's submission, in order to assist the Proposer in improving the proposals presented to UNDP. The content of other proposals and how they compare to the Proposer's submission shall not be discussed.



## E. EVALUATION OF PROPOSALS

### 15. Preliminary Examination of Proposals

UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, whether or not the Proposer is in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's list of suspended and removed vendors, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP may reject any Proposal at this stage.

### 16. Evaluation of Proposals

29.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other documentation provided, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet** (DS no. 32). Each responsive Proposal will be given a technical score. A Proposal shall be rendered non-responsive at this stage if it does not substantially respond to the RFP particularly the demands of the Terms of Reference, which also means that it fails to achieve the minimum technical score indicated in the **Data Sheet** (DS no. 25). Absolutely no changes may be made by UNDP in the criteria, sub-criteria and point system indicated in the **Data Sheet** (DS no. 32) after all Proposals have been received.

29.2 In the second stage, only the Financial Proposals of those Proposers who achieve the minimum technical score will be opened for evaluation for comparison and review. The overall evaluation score will be based either on a combination of the technical score and the financial offer, or the lowest evaluated financial proposal of the technically qualified Proposers. The evaluation method that applies for this RFP shall be as indicated in the **Data Sheet** (DS No. 25).

### 29.3

When the Data Sheet specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

Rating the Technical Proposal (TP):

$$\text{TP Rating} = (\text{Total Score Obtained by the Offer} / \text{Max. Obtainable Score for TP}) \times 100$$

Rating the Financial Proposal (FP):

$$\text{FP Rating} = (\text{Lowest Priced Offer} / \text{Price of the Offer Being Reviewed}) \times 100$$

Total Combined Score:

$$\frac{(\text{TP Rating}) \times (\text{Weight of TP, e.g. 70\%}) + (\text{FP Rating}) \times (\text{Weight of FP, e.g., 30\%})}{}$$

**Total Combined and Final Rating of the Proposal**

29.4 UNDP reserves the right to undertake a post-qualification exercise aimed at determining, to its satisfaction the validity of the information provided by the Proposer. Such post-qualification shall be fully documented and, among those that may be listed in the **Data Sheet** (DS No.33), may include, but need not be limited to, all or any combination of the following :

- a) Verification of accuracy, correctness and authenticity of information provided by the Proposer on the legal, technical and financial documents submitted;
- b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;
- c) Inquiry and reference checking with Government entities with jurisdiction on the Proposer, or any other entity that may have done business with the Proposer;
- d) Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed;
- e) Physical inspection of the Proposer's offices, branches or other places where business transpires, with or without notice to the Proposer;
- f) Quality assessment of ongoing and completed outputs, works and activities similar to the requirements of UNDP, where available; and
- g) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.



## **17. Clarification of Proposals**

To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Proposer for a clarification of its Proposal.

UNDP's request for clarification and the response shall be in writing. Notwithstanding the written communication, no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP Clause 32.

Any unsolicited clarification submitted by a Proposer in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.

## **18. Responsiveness of Proposal**

UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself.

A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.

If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Proposer by correction of the material deviation, reservation, or omission.

## **19. Nonconformities, Reparable Errors and Omissions**

Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.

Provided that a Proposal is substantially responsive, UNDP may request the Proposer to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Proposer to comply with the request may result in the rejection of its Proposal.

Provided that the Proposal is substantially responsive, UNDP shall correct arithmetical errors as follows:

- a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious

- misplacement of the decimal point in the unit price, in which case the line item total as quoted shall govern and the unit price shall be corrected;
- b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
  - c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to the above.

If the Proposer does not accept the correction of errors made by UNDP, its Proposal shall be rejected.

## **F. AWARD OF CONTRACT**

### **20. Right to Accept, Reject, or Render Non-Responsive Any or All Proposals**

UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Proposer(s) of the grounds for UNDP's action. Furthermore, UNDP shall not be obliged to award the contract to the lowest price offer.

UNDP shall also verify, and immediately reject their respective Proposal, if the Proposers are found to appear in the UN's Consolidated List of Individuals and Entities with Association to Terrorist Organizations, in the List of Vendors Suspended or Removed from the UN Secretariat Procurement Division Vendor Roster, the UN Ineligibility List, and other such lists that as may be established or recognized by UNDP policy on Vendor Sanctions. (See

[http://www.undp.org/content/undp/en/home/operations/procurement/procurement\\_protest/](http://www.undp.org/content/undp/en/home/operations/procurement/procurement_protest/) for details)

### **21. Award Criteria**

Prior to expiration of the period of proposal validity, UNDP shall award the contract to the qualified Proposer with the highest total score based on the evaluation method indicated in the **Data Sheet** (DS nos. 25 and 32).

### **22. Right to Vary Requirements at the Time of Award**

At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

### **23. Contract Signature**

Within fifteen (15) days from the date of receipt of the Contract, the successful Proposer shall sign and date the Contract and return it to UNDP.

Failure of the successful Proposer to comply with the requirement of RFP Clause 35 and



this provision shall constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security if any, and on which event, UNDP may award the Contract to the Proposer with the second highest rated Proposal, or call for new Proposals.

#### **24. Performance Security**

A performance security, if required, shall be provided in the amount and form provided in Section 9 and by the deadline indicated in the **Data Sheet** (DS no. 14), as applicable. Where a Performance Security will be required, the submission of the said document, and the confirmation of its acceptance by UNDP, shall be a condition for the effectivity of the Contract that will be signed by and between the successful Proposer and UNDP.

#### **25. Bank Guarantee for Advanced Payment**

Except when the interests of UNDP so require, it is the UNDP's preference to make no advanced payment(s) on contracts (i.e., payments without having received any outputs). In the event that the Proposer requires an advanced payment upon contract signature, and if such request is duly accepted by UNDP, and the said advanced payment exceeds 20% of the total proposal price, or exceed the amount of USD 30,000, UNDP shall require the Proposer to submit a Bank Guarantee in the same amount as the advanced payment. A bank guarantee for advanced payment shall be furnished in the form provided in Section 10.

#### **26. Vendor Protest**

UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a purchase order or contract through a competitive procurement process. In the event that a Proposer believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures:  
<http://www.undp.org/procurement/protest.shtml>

## Instructions to Proposers

### DATA SHEET

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Instruction to Proposers. In the case of a conflict between the Instructions to Proposers, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall govern.

DS No. <sup>2</sup>	Cross Ref. to Instructions	Data	Specific Instructions / Requirements
1		Project Title :	Mainstreaming, Acceleration and Policy Support for SDG in Punjab
2		Title of Services/Work:	Engagement of Think Tanks to Facilitate Punjab Planning & Development Department on SDG Localization
3		Country / Region of Work Location:	Lahore, Pakistan
4	C.13	Language of the Proposal:	<input checked="" type="checkbox"/> English
5	C.20	Conditions for Submitting Proposals for Parts or sub-parts of the TOR	<input checked="" type="checkbox"/> Allowed. Proposers can submit their proposals for one or more than one cluster group however, against each cluster group complete proposal will be considered for Evaluation. Partial Submission of proposal against any cluster group by proposer will result in rejection of the submission.
6	C.20	Conditions for Submitting Alternative Proposals	<input checked="" type="checkbox"/> Shall not be considered.



7	C.22	A pre-proposal conference will be held on:	<p>Time: 1000 hours PST  Date: 7<sup>th</sup> September 2017  Venue: UNDP Office, 6th Floor, Serena Buisness Complex, Khayaban e Suharwardy Islamabad.</p> <p>Interested parties who wish to attend the pre-proposal conference are kindly requested to send the name, NIC number and company name to Mr. Muhammad Tahir ul Islam at <a href="mailto:tahir.islam@undp.org">tahir.islam@undp.org</a> by and before <b>1200 hours PST Wednesday September 6, 2017</b> in order to obtain necessary security clearance.</p>
8	C.21	Period of Proposal Validity commencing on the submission date	<input checked="" type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
9	B.9.5 C.15.4 b)	Proposal Security	<input checked="" type="checkbox"/> Not Required
10	B.9.5	Acceptable forms of Proposal Security <sup>3</sup>	N/A
11	B.9.5 C.15.4 a)	Validity of Proposal Security	N/A
12		Advanced Payment upon signing of contract	<input checked="" type="checkbox"/> Not allowed
13		Liquidated Damages	<input checked="" type="checkbox"/> Will be imposed under the following conditions : <i>0.5% of contract for every day of delay, up to a maximum duration of 1 calendar month. Thereafter, UNDP may exercise its right to terminate the contract</i>
14	F.37	Performance Security	<input checked="" type="checkbox"/> <b>Not Required</b>
15	C.17,	Preferred Currency of	<input checked="" type="checkbox"/> United States Dollars (US\$)

	C.17 b)	Proposal and Method for Currency conversion	<input checked="" type="checkbox"/> Local Currency PKR  <i>In case of US\$, the UN Rate of Exchange shall apply of that respective month when proposal submission period closes. The Local vendor will be paid in PKR</i>
16	B.10.1	Deadline for submitting requests for clarifications/questions	5 days before the submission date.
17	B.10.1	Contact Details for submitting clarifications/questions <sup>4</sup>	<a href="mailto:pakistan.procurement.info@undp.org">pakistan.procurement.info@undp.org</a>
18	B.11.1	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	<input checked="" type="checkbox"/> Direct communication to prospective Proposers by email and Posting on the website <a href="http://www.pk.undp.org/content/pakistan/en/home/operations/procurement0/">http://www.pk.undp.org/content/pakistan/en/home/operations/procurement0/</a> and <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>  Please keep visiting the above websites till the closing date for additional information and updates.
19	D.23.3	No. of copies of Bid that must be submitted	Only one copy of the proposal to be submitted in the system.
20	D.23.1 b) D.23.2	Bid submission address	To be submitted in eTendering system:  <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>
21	C.21.1 D.24	Deadline of Bid Submission	<b>Monday September 18, 2017 (12:30 PM Pakistan Standard Time OR 3:30 AM EST).</b>  <b><u>PLEASE NOTE:-</u></b>  1 Date and time visible on the main screen of event (on e-tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will



			<p>resolve soon. The correct bid closing time is as indicated in the e-tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly in the system.</p> <p>2. Submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue in submitting your bid at the last minute, UNDP may not be able to assist.</p>
22	D.23.2	Allowable Manner of Submitting Proposals	<input checked="" type="checkbox"/> Online bidding in E-tendering module.
23	D.23.2 D.26	Conditions and Procedures for electronic submission and opening, if allowed	<input checked="" type="checkbox"/> Not Allowed
24	D. 23	Date, time and venue for Bid Opening	<p><input checked="" type="checkbox"/> Date and Time for bid Opening: <b>Monday September 18, 2017 at 3:00 PM PST OR 6:00 AM EST</b> Venue : Serena Business Complex, G-5, Islamabad</p> <p><input checked="" type="checkbox"/> The Proposer is required to prepare and submit the Financial Proposal in a password protected PDF file separate from the rest of the RFP as indicated in the Instruction to Proposers.</p> <p><input checked="" type="checkbox"/> Password for the financial proposal <u>must</u> not be provided to UNDP until it is formally requested by UNDP focal point indicated below <b>Muhammad Tahir ul Islam, tahir.islam@undp.org</b></p>
25	E.29.2 E.29.3 F.34	Evaluation method to be used in selecting the most responsive Proposal	<p><input checked="" type="checkbox"/> Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively, where the minimum passing score of technical proposal is 70%.</p> <p>Evaluation of proposals and award of contracts/LTAs shall be made on cluster group wise basis.</p>

26	C.15.1	Required Documents that must be Submitted to Establish Qualification of Proposers (In "Certified True Copy" form only)	<ul style="list-style-type: none"> <li>☑ Signed Proposal Submission Form;</li> <li>☑ Technical and Financial proposals should be submitted as separate PDF files. Financial Proposal must be password protected.;</li> <li>☑ Proposer's Profile providing organogram, details of employees, CVs of key professionals and available facilities/expertise; Strength of project management support e.g., project management control, HR, Finance and procurement structure and quality control.</li> <li>☑ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Proposer is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Proposer.</li> <li>☑ Latest Audited Financial Statements (Income Statement and Balance Sheet) including Auditor's Report for the past two years 2014-2015 &amp; 2015-2016.</li> <li>☑ Certificate of Registration of the business, including Articles of Incorporation, or equivalent document.</li> <li>☑ Official Letter of Appointment as local representative, if proposer is submitting a proposal on behalf of an entity located outside the country.</li> <li>☑ Three relevant Contracts with National/Multinational Organizations (Provide proof of service with name of the organization and amount of contract.</li> <li>☑ Statement of Satisfactory Performance from the Top Three Clients in terms of Contract Value the past three years for reference. Note: Please provide the latest contact details of the focal point at client for which performance certificates will be provided.</li> <li>☑ All information regarding any past and current litigation during the last three (3) years, in which the proposer is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded,</li> <li>☑ CVs of all the personnel that will be assigned to this job.</li> </ul>
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			<input checked="" type="checkbox"/> An affidavit on stamp paper that the proposer has never been black listed by any institution / department / agency and that it has not been involved in litigation with any of its clients.
27		Other documents that may be Submitted to Establish Eligibility	<p>Technical and Financial proposals should be submitted in separate PDF files and <b>financial proposal must be password protected.</b></p> <p><u>Note: While entering financial proposal in the e-tendering system, always mention your bid price as PKR 1. Please do not mention the value of your financial proposal in the e-tendering system. It should only be mentioned in Password Protected File/Attachment of Financial Proposal.</u></p> <p><u>The proposals of those Proposers who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</u></p>
28	C.15	Structure of the Technical Proposal ( <i>only if different from the provision of Section 12</i> )	N/A
29	C.15.2	Latest Expected date for commencement of Contract	October 1, 2017
30	C.15.2	Expected duration of contract (Target Commencement Date and Completion Date)	Expected duration of work is Twelve (12) months, starting from the date as per the work plan, subject to the signing of contract/LTA.
31		UNDP will award the contract to:	<input checked="" type="checkbox"/> One or more proposers based on the following factors:  Award of contract/LTA for each cluster group would be made to the proposer securing highest combined score (Technical and Financial). ✓ Proposer can submit proposals for one or more than one cluster group, however contract/LTA will be awarded for one cluster group only.

			<ul style="list-style-type: none"> <li>✓ In case proposer scores highest combined score for all the cluster groups applied for. UNDP reserves the right to award the contract/LTA for any cluster group to the proposer scoring highest combined score in all cluster groups applied for.</li> <li>✓ For other clusters groups contracts/LTAs will be awarded to the next highest scorers in each cluster group respectively.</li> </ul>
32	E.29.2 F.34	Criteria for the Award of Contract and Evaluation of Proposals	As per the preliminary assessment mentioned at C.15.1 and detailed evaluation criteria mentioned in below tables
33	E.29.4	Post-Qualification Actions	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Verification of accuracy, correctness and authenticity of the information provided by the bidder on the legal, technical and financial documents submitted;</li> <li><input checked="" type="checkbox"/> Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</li> <li><input checked="" type="checkbox"/> Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed.</li> <li><input checked="" type="checkbox"/> Physical inspection of the proposer's office premises and other places where business transpires, with or without notice to the proposer; if required;</li> </ul>
34		Conditions for Determining Contract Effectivity	<input checked="" type="checkbox"/> Upon contract/LTA signing from both parties and <input type="checkbox"/>
35		Other Information Related to the RFP <sup>5</sup>	<a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>



### Award Criteria:

The think tank will be evaluated on the basis of three main factors: 1) expertise of firm, 2) proposed approach / technical proposal, and 3) qualification and experience of personnel. The same qualifying criteria in the categories of expertise of firm and proposed approach are applicable to all cluster group. However, the personnel criteria breakdown is segregated by cluster groups. Hence, the interested organization should consider the personnel criteria specifically of the cluster group against which it is applying.

Summary of Technical Proposal Evaluation		Score Weight	Points Obtainable
1.	Expertise of Firm/ Organization submitting Proposal	20%	140
2.	Proposed Approach / Technical proposal	40%	280
3.	Personnel	40%	280
		<b>Total</b>	<b>700</b>

Form 1: Technical Proposal Evaluation		Points Obtainable
Expertise of Firm / organization		
1.1	Reputation of Organization and Staff (Competence / Reliability)	30
1.2	Financial Stability: Financial stability (Last two years Audited Accounts (2014-2015 and 2015-2016) Quick Ratio should be more than 1. (10 marks for each Audited statement). <b>(20 Marks)</b>	20
1.3	Three satisfactory performance certificate along with amount and duration of each assignment (each certificate carries 10 marks)	30
1.4	Relevant Experience:	
	- Specialized Knowledge (as per TORs)	20
	- Experience of Similar Programme(s)/Project(s). Brief description on similar projects undertaken	30
	- Experience of working with UN agencies, international development organizations and Government departments	10
<b>Total Part 1</b>		<b>140</b>

<b>Form 2: Technical Proposal Evaluation</b>		<b>Points Obtainable</b>
<b>Proposed Work Plan and Approach</b>		
2.1	Has the approach to undertaking research on existing, new and unexplored issues within selected cluster group in sufficient detail?	80
2.2	Is the proposed methodology outlining the key areas on which selected cluster group should focus the most upon?	80
2.3	Is the presentation clear and the planning logical, realistic and promises efficient implementation to the project?	60
2.4	Does the conceptual framework provide an analysis of probable risks that the firm foresees and a risk mitigation plan	60
<b>Total Part 2</b>		<b>280</b>

<b>Form 3: KEY PERSONNEL PROFILE – Social Cluster Group</b>	
<b>Social Sector Specialist</b> – <i>to lead the research work on selected cluster group, engage in policy dialogue and play the role of team leader</i>	<b>100</b>
Master's Degree in Development Management, Public Administration or in a discipline related to social cluster group	30
Minimum 15 years of relevant experience in social development issues including education, health, food security, gender mainstreaming etc. Also proven experience in leading policy dialogue at national or international level with government counterparts and implementation of development projects.	40
Extensive experience in research, policy analysis and evaluation of development interventions. Proven understanding of current social development issues of Punjab.	30
<b>Research Analyst</b> – <i>to support the Social Sector Specialist in undertaking research and other tasks</i>	<b>100</b>
Master degree in Public Policy, Development Economics, Development Management or a discipline related to social cluster group	30
At least 7 years of working experience at an international or national development organization in undertaking research and	40



planning and implementing development projects with government counterparts.	
Experience of working on local development challenges, especially in the context of Punjab	30
<b>Operations Support Officer – to facilitate organization of cluster group meetings, compiling and editing presentations and reports, and undertaking any other additional assigned task</b>	<b>80</b>
Master's degree in Social Sciences	20
At least 5 years of relevant professional experience in managing development oriented projects and policy dialogues	30
Experience in providing operational and administrative support and where required, undertaking background research on data	30
<b>Total</b>	<b>280</b>

<b>Form 3: KEY PERSONNEL PROFILE – Economic Cluster Group</b>	
<b>Economic Sector Specialist – to lead the research work on economic cluster group and play the role of team leader</b>	<b>100</b>
Master's Degree in Economics, Development Economics or a discipline closely related to economics cluster group	30
Minimum 15 years of relevant experience at the national or International level in analyzing economic cycles and their interlinkages to social, governance and environmental issues. Experience of policy dialogue, engagement with government and strategy formulation.	40
Extensive experience in research, policy analysis and evaluation of economic reforms. Proven understanding of current economic issues.	30
<b>Research Analyst – to support the Subject Specialist in undertaking research and other tasks</b>	<b>100</b>
Master's Degree in Economics, Development Economics or a discipline closely related to economics cluster group	30
At least 7 years of work experience in analyzing micro and macro-economic trends, shocks and crisis faced in Pakistan and the general determinants of economic growth in developing countries	40
Experience of working on local economic development issues & strategy formulation through engagement with the Government.	30
<b>Operations Support Officer – to facilitate organization of cluster group meetings, compiling and editing presentations and reports, and undertaking any other additional assigned task</b>	<b>80</b>

Master's degree in social sciences	20
At least 5 years of relevant professional experience in managing development oriented projects and policy dialogues	30
Experience in providing programmatic and administrative support and undertaking background research	30
<b>Total</b>	<b>280</b>

<b>Form 3: KEY PERSONNEL PROFILE – Environment Cluster Group</b>	
<b>Environment Specialist</b> – <i>to lead the research work on Environment cluster group and play the role of team leader</i>	<b>100</b>
Master's Degree in Environmental Sciences, Climate Change or a discipline related to environment cluster group	30
Minimum 15 years of relevant experience in the field of environment and climate change at the national or International level. Experience of working with the government at federal and provincial level on addressing environment and climate change issues of Pakistan	40
Extensive experience in research, policy analysis and dialogue with multiple stakeholder on climate change mitigation and adaptation. Proven understanding of current environmental issues of Pakistan and its impact.	30
<b>Research Analyst</b> – <i>to support the Environment Specialist in undertaking research and other tasks</i>	<b>100</b>
Master's Degree in Environmental Sciences, Climate Change or a discipline related to environment cluster group	30
At least 7 years of work experience on local environmental challenges and changing trends by engaging with CSOs, government and private sector	40
Experience of working on local development challenges, especially in the context of Punjab	30
<b>Operations Support Officer</b> – <i>to facilitate organization of cluster group meetings, compiling and editing presentations and reports, and undertaking any other additional assigned task</i>	<b>80</b>
Master's degree in social sciences	20
At least 5 years of relevant professional experience in managing development oriented projects and policy dialogues	30
Experience in providing operational and administrative support and where required, undertaking background research on data	30
<b>Total</b>	<b>280</b>



<b>Form 3: KEY PERSONNEL PROFILE – Governance and Inclusivity Cluster Group</b>	
<b>Governance Specialist</b> – <i>to lead the research work on governance and inclusivity cluster group and play the role of team leader</i>	<b>100</b>
Master's Degree in Public Administration, Public Policy or a discipline related to governance	30
Minimum 15 years of relevant experience at the national or International level in policy dialogue, advocacy, institutional strengthening, rule of law and other governance challenges faced by Pakistan.	40
Extensive experience in undertaking research, and planning & implementing development interventions.	30
<b>Research Analyst</b> – <i>to support the Governance Specialist in undertaking research and other tasks</i>	<b>100</b>
Master's Degree in Public Administration, Public Policy or a discipline related to governance	30
At least 7 years of work experience in local governance challenges and thorough understanding of institutional set up at federal and provincial level	40
Experience of providing research, advisory and dialogue support on governance strengthening in Pakistan. Punjab specific experience will be preferred.	30
<b>Operations Support Officer</b> – <i>to facilitate organization of cluster group meetings, compiling and editing presentations and reports, and undertaking any other additional assigned task</i>	<b>80</b>
Master's degree in social sciences	20
At least 5 years of relevant professional experience in managing development oriented projects and policy dialogues	30
Experience in providing operational and administrative support and where required, undertaking background research on data	30
<b>Total</b>	<b>280</b>

**Note:**

The marking under section-3 is dependent upon submission of complete CVs of the core team members as detailed out in the evaluation criteria. In the absence of CVs, the evaluated firm will not get any points/scores