

REQUEST FOR PROPOSALS

REF: UNDP-IRH-RFP-2017-13

Strategic Consultancy Services



*Empowered lives.
Resilient nations.*

September, 2017

Section 1. Letter of Invitation

29 September 2017

Request for Proposal for Provision of Strategic Consultancy Services

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 Letter of Invitation

Section 2 – Instructions to Proposers (including Data Sheet)

Section 3 - Evaluation Grid

Section 4 – Terms of Reference

Section 5 – Proposal Submission Form

Section 6 – Documents Establishing the Eligibility and Qualifications of the Proposer

Section 7 – Technical Proposal Form

Section 8 – Financial Proposal Form

Section 9 – Contract for Professional Services, including General Terms and Conditions

Section 10 - Specific Service Request Form Template

Section 11 – Forms to be Submitted

Your offer, comprising of a Technical and Financial Proposal, in separate sealed envelopes, should be submitted in accordance with Section 2.

You are kindly requested to submit an acknowledgment letter to UNDP: procurement.irh@undp.org. The letter preferably should be received by UNDP no later than Friday, October 06, 2017. The same letter should advise whether your company intends to submit a Proposal. If that is not the case, UNDP would appreciate your indicating the reason, for our records.

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.

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

Yours sincerely,

Andrey Pogrebnyak, Operations Advisor, IRH

Section 2: Instruction to Proposers

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) *“LOI”* (Section 1 of the RFP) refers to the Letter 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 4 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/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and <http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/> 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://www.un.org/depts/ptd/pdf/conduct_english.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 5);
- 9.2 Documents Establishing the Eligibility and Qualifications of the Proposer (see RFP Section 6);
- 9.3 Technical Proposal (see prescribed form in RFP Section 7);
- 9.4 Financial Proposal (see prescribed form in RFP Section 8);
- 9.5 Proposal Security, if applicable (if required and as stated in the **Data Sheet** (DS nos. 9-11), see prescribed Form);
- 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** (DSno. 17). UNDP will respond in writing, transmitted by electronic means and will transmit copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Proposers who have provided confirmation of their intention to submit a Proposal.

- 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. All prospective Proposers will be notified in writing of all changes/amendments and additional instructions through Supplemental Information to the RFP and 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 5 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 8). 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 **Data Sheet** (DSno. 15). 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 **Data Sheet** (DSno. 15), then UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.

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.

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.

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** (DSnos. 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** (DSno. 8), commencing on the submission deadline date also indicated in the **Data Sheet** (DSno. 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** (DSno. 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 either posted on the UNDP website, or disseminated to the individual firms who have registered or expressed interest with the contract, whether or not they attended the conference. 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 each of them must be submitted sealed individually and clearly marked on the outside as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL”, as appropriate. Each envelope MUST clearly indicate the name of the Proposer. The outer envelopes shall bear the address of UNDP as specified in the **Data Sheet** (DS no.20) and shall include the Proposer’s name and address, as well as a warning that state “*not to be opened before the time and date for proposal opening*” as specified in the **Data Sheet** (DS no. 24). The Proposer shall assume the responsibility for the misplacement or premature opening of Proposals due to improper sealing and labeling by the Proposer.
- 23.2 Proposers must submit their Proposals in the manner specified in the **Data Sheet** (DS nos. 22 and 23). When the Proposals are expected to be in transit for more than 24 hours, the Proposer must ensure that sufficient lead time has been provided in order to comply with UNDP’s deadline for submission. UNDP shall indicate for its record that the official date and time of receiving the Proposal is the actual date and time when the said Proposal has physically arrived at the UNDP premises indicated in the **Data Sheet** (DS no. 20).
- 23.3 Proposers submitting Proposals by mail or by hand shall enclose the original and each copy of the Proposal, in separate sealed envelopes, duly marking each of the envelopes as “Original Proposal” and “Copy of Proposal” as appropriate. The 2 envelopes shall then be sealed in an outer envelope. The number of copies required shall be as specified in the **Data Sheet** (DS No. 19). In the event of any discrepancy between the contents of the “Original Proposal” and the “Copy of Proposal”, the contents of the original shall govern. The original version of the Proposal shall be signed or initialed by the Proposer or person(s) duly authorized to commit the Proposer on every page. The authorization shall be communicated through a document evidencing such authorization issued by the highest official of the firm, or a Power of Attorney, accompanying the Proposal.
- 23.4 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 9.

13. Deadline for Submission of Proposals and Late Proposals

Proposals must be received by UNDP at the address and no later than the date and time specified in the **Data Sheet** (DS nos. 20 and 21).

UNDP shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal received by UNDP after the deadline for submission of Proposals shall be declared late, rejected, and returned unopened to the Proposer.

14. 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 sending a written notice in accordance with Clause 23.1, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal must accompany the respective written notice. All notices must be received by UNDP prior to the deadline for submission and submitted in accordance with RFP Clause 23.1 (except that withdrawal notices do not require copies). The respective envelopes shall be clearly marked "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION".
- 25.3 Proposals requested to be withdrawn shall be returned unopened to the Proposers.
- 25.4 No Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Proposer on the Proposal Submission Form or any extension thereof.

15. Proposal Opening

UNDP will open the Proposals in the presence of an ad-hoc committee formed by UNDP of at least two (2) members. If electronic submission is permitted, any specific electronic proposal opening procedures shall be as specified in the **Data Sheet** (DS no. 23).

The Proposers' names, modifications, withdrawals, the condition of the envelope labels/seals, the number of folders/files and all other such other details as UNDP may consider appropriate, will be announced at the opening. No Proposal shall be rejected at the opening stage, except for late submission, for which the Proposal shall be returned unopened to the Proposer.

16. 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

17. 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.

18. Evaluation of Proposals

29.1 UNDP shall examine the Proposal to confirm that all terms and conditions under the UNDP General Terms and Conditions and Special Conditions have been accepted by the Proposer without any deviation or reservation.

29.2 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. UNDP is planning to invite three top ranked in the technical evaluation bidders to present their bid. Additional points will be assigned for this activity as a part of the overall technical evaluation.

29.3 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 Financial Proposal Envelopes corresponding to Proposals that did not meet the minimum passing technical score shall be returned to the Proposer unopened. 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).

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):

TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100

Rating the Financial Proposal (FP):

<p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> $\frac{(TP \text{ Rating}) \times (\text{Weight of TP, e.g. 70\%}) + (FP \text{ Rating}) \times (\text{Weight of FP, e.g., 30\%})}{\text{Total Combined and Final Rating of the Proposal}}$

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.

19. 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.

20. 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.

21. 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

22. 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/protestandsanctions/> for details)

23. 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**(DSnos. 25 and 32).

24. 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.

25. 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.

26. Performance Security

A performance security, if required, shall be provided in the amount and form provided and by the deadline indicated in the **Data Sheet** (DSno. 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.

27. 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.

28. 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/content/undp/en/home/operations/procurement/protestandsanctions/>

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.	Cross Ref. to Instructions	Data	Specific Instructions / Requirements
1		Project Title :	Regional Program and Country Programs
2		Title of Services/Work:	REF: UNDP-IRH-RFP-2017-13 Strategic Consultancy Services
3		Country Region of Work	RBEC Regional Hub (Istanbul) Primarily: Europe and the CIS countries. Other areas possible as well.
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"/> Not Allowed
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:	Teleconference, date tentatively 10 October 2017. Exact date/time will be confirmed to those <u>who sent their confirmation letters</u> .
8	C.21	Period of Proposal Validity commencing on the	<input checked="" type="checkbox"/> 120 days

		submission date	
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	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 not be imposed
14	F.37	Performance Security	N/A
15	C.17, C.17 b)	Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars (US\$)
16	B.10.1	Deadline for submitting requests for clarifications/ questions	5 working days before the deadline for submission of proposals.
17	B.10.1	Contact Details for submitting clarifications/questions ¹	Focal Person in UNDP: Ms. Tugce Akpek E-mail address dedicated for this purpose: procurement.irh@undp.org
18	B.11.1	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	<input checked="" type="checkbox"/> Posting on the following websites: 1) www.ungm.org 2) www.undp.org

¹This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was officially received.

19	D.23.3	No. of copies of Proposal that must be submitted [if transmitted by courier]	Original : 1 (Hard Copy) Copies : 1 USB (Soft Copy, .pdf files) The Proposer shall prepare a Proposal in two separate parts/files marked as “ Technical Proposal ” and “ Financial Proposal ”.
20	D.23.1 D.23.2 D.24	Proposal Submission Address	REF: UNDP-IRH-RFP-2017-13 UNDP Istanbul Regional Hub Regional Bureau for Europe and the CIS Key Plaza, Abide-i Hürriyet Cd. Istiklal Sk. No:11, 10 th floor, room 10.02; 34381, Sisli, Istanbul, Turkey
21	C.21 D.24	Deadline of Delivery of the Proposals	Date and Time : 25 October 2017, 17:00 Istanbul time
22	D.23.2	Allowable Manner of Delivery of the Proposals	<input checked="" type="checkbox"/> Courier/Hand Delivery
23	D.23.2 D.26	Conditions and Procedures for electronic submission and opening, if allowed	N/A
24	D.23.1	Date, time and venue for opening of Proposals	Public bid opening is not applicable to Request for Proposals (RFPs).
25	E.29.2 E.29.3 F.34	Evaluation method to be used in selecting the most responsive Proposal	<p>Evaluation will be done as per the Evaluation Grid given in Section 3 including the following steps:</p> <p>Step 1: Pass/Fail criteria:</p> <p>All proposers shall be subjected to Pass/Fail Criteria. Please refer to cross ref C.15.1.</p> <p>Step 2: Combined Scoring Method, composed of Technical and Financial Evaluation:</p> <p>70%-30% distribution for technical and financial proposals will be used, respectively for each service line, where the minimum passing score of technical proposal is 70%. (Technical Eva Max Pts: 1200 Financial Eva Max Pts: 520)</p> <p>All proposers satisfying all Pass/Fail Criteria shall be subjected to combined scoring as follows:</p>

			<p>Step 2.1. Technical Evaluation:</p> <p>All proposers satisfying all Pass/Fail Criteria shall be subjected to technical evaluation criteria in Technical Evaluation Form 1 .</p> <p>The proposers shall be subjected to Technical Evaluation criteria in Technical Evaluation Form 2 and Technical Evaluation Form 3.</p> <p>Presentation of the proposal by 3 top ranked in the technical evaluation process will be evaluated as well.</p> <p>Step 2.2. Financial and Combined Evaluation:</p> <p>For those offerors who meet all PASS/FAIL criteria: the total technical score (with presentation) secured shall be combined with the total price quoted as per methodology described in this RFP.</p>
26	C.15.1	<p>Required Administrative Documents that must be Submitted to Establish eligibility of the Proposers</p> <p>Step 1: Pass/Fail Criteria applies here. All proposers will be subject to preliminary evaluation upon the submission of documents requested in this section.</p>	<p><input checked="" type="checkbox"/> Copy of the Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation</p> <p><input checked="" type="checkbox"/> Original of the Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country</p> <p><input checked="" type="checkbox"/> A table showing the calculation of Quick Ratio for the past 3 years (2014, 2015, 2016), as per Form QR1.</p> <p><input checked="" type="checkbox"/> Five (5) letters, indicating 'Satisfactory Performance' of the Proposer, from Top five (5) Clients in terms of Contract Value, for the Contracts performed in the last five (5) years (2012, 2013, 2014, 2015, 2016)</p> <p><input checked="" type="checkbox"/> All information regarding any past and current litigation during the last five (5) years, in which the bidder is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded, as per Form LT1.</p>

27		Other documents that should be Submitted to Establish Qualification of Proposers (in “Certified True Copy” form only)	<input checked="" type="checkbox"/> Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Bidder, if any
28	C.15	Structure of the Technical Proposal should be in line with the Technical Evaluation Form as provided in DS 32	<p>As defined in Article 15 of the Instructions to Proposers and detailed in Section 7, technical evaluation will be held in four main titles;</p> <p>1. Expertise of Firm/Organisation:</p> <ul style="list-style-type: none"> • List of branches/partner offices that exist in RBEC countries • Experience in the region • Organigram of the firm <p>2. Proposed Methodology, Approach and Implementation Plan. Description of the Quality Assurance System</p> <p>3. Management Structure and Key Personnel, including the CVs of Senior Team Leads and Senior Team Members per service line. CVs of other personnel suggested (for reference purposes)</p> <p>4. Presentation of Offers</p>
29	C.15.2	Latest Expected date for commencement of Contract	December 1, 2017
30	C.15.2	Expected duration of contract (Target Commencement Date and Completion Date)	3 years (with a possibility for possible further extension)
31		UNDP will award the LTAs to:	<input checked="" type="checkbox"/> One or more Proposers
32	E.29.2 F.34	Criteria for the Award of Contract and Evaluation of Proposals	See Tables in Section 3 below
33	E.29.4	Post-Qualification Actions	<input checked="" type="checkbox"/> Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed;
34		Conditions for Determining Contract Effectivity	<input checked="" type="checkbox"/> Signature of the LTA by both Parties
35		Taxation	UN and its subsidiary organs are exempt from all taxes. Therefore, Offerors shall prepare their Financial Proposals, excluding VAT. It is the Proposers

			responsibility to learn from relevant authorities (such as Ministry of Finance) and/or to review/confirm published procedures and to consult with a certified financial consultant as needed, to confirm the scope and procedures of VAT exemption application as per VAT Law and Ministry of Finance’s Communiqués in related country.									
36	D.23	Preparation of Technical and Financial proposals	<div>The Proposers shall submit a separate technical proposal and a separate financial proposal</div> <div>The number of originals and copies shall be as follows:</div> <table><tr><td></td><td>ORIGINAL</td><td>COPY</td></tr><tr><td>proposer submits proposal</td><td>1 (one) hard copy of technical proposal (separate sealed envelope)</td><td>1 (one) softcopy of technical proposal (inside original sealed technical hard copy envelope)</td></tr><tr><td></td><td>1 (one) hard copy of financial proposal (separate sealed envelope)</td><td>1(one) soft copy financial proposal (inside original sealed financial hard copy envelope)</td></tr></table> <div>* All electronic files for the technical proposal must be in PDF format. Whereas, all electronic files for financial proposal shall be proposed in Excel format as well and must be included in Original Financial Offer Envelope. *Adobe Acrobat software and book-marking function should be used in order to identify all of the attachments and exhibits contained within the file.</div>		ORIGINAL	COPY	proposer submits proposal	1 (one) hard copy of technical proposal (separate sealed envelope)	1 (one) softcopy of technical proposal (inside original sealed technical hard copy envelope)		1 (one) hard copy of financial proposal (separate sealed envelope)	1(one) soft copy financial proposal (inside original sealed financial hard copy envelope)
	ORIGINAL	COPY										
proposer submits proposal	1 (one) hard copy of technical proposal (separate sealed envelope)	1 (one) softcopy of technical proposal (inside original sealed technical hard copy envelope)										
	1 (one) hard copy of financial proposal (separate sealed envelope)	1(one) soft copy financial proposal (inside original sealed financial hard copy envelope)										

			<p>* Any security features in the PDF document must be disabled. CD/DVD must be clearly labelled with the Proposer Name and Lot Number.</p> <p>* In case of a discrepancy between hard and soft copies of the technical or financial proposals, original hard copies shall prevail.</p> <p>In line with the clause D.23 of the “Instructions to Proposers” the proposers shall submit their technical and financial proposals <u>in separate sealed envelopes</u>.</p>
37		Payments	<p>The number of units stated in the Price Schedule are given as indications and may change depending on emerging needs of UNDP. The payments shall be effected on the basis of actual number of days invested by the team assigned in relation to each service request.</p> <p>For assignments shorter than 4 months, payment will be made within 1 month following approval of the deliverable(s) by UNDP. For assignments longer than 4 months, payment may be considered by UNDP depending on the nature of the assignment and the timing of the deliverables to be produced by the contractor. Such payment terms will be detailed in the specific service requests.</p>
38		Social Security and Tax Related Requirements	<p>The proposers shall comply with the social security, registration, tax and other requirements mandated by relevant local laws and regulations vis a vis deployment of their local and international labor force and other services providers/subcontractors.</p> <p>The proposers are responsible to explore all these laws and regulations through relevant Authorities/Ministries prior to preparation of their proposals and prepare their technical/financial proposals accordingly.</p>
39		JV/Consortiums	JV/Consortiums are not eligible to apply to this RFP.
40		Annexes	<p>General Terms and Conditions – Annex 1</p> <p>Contract for Goods and/or Services – Annex 2</p> <p>Financial Proposal Sheet – Annex 3</p>

Section 3: Evaluation Grid

STEP 2: Technical Proposal Evaluation (Summary)		Score Weight	Point Obtainable
1	Expertise of Firm / Organization	33%	400
2	Proposed Methodology, Approach and Implementation Plan	25%	300
3	Management Structure and Key Personnel	25%	300
4	Presentation of the proposal	17%	200
Total			1200

Detailed Technical Evaluation Tables

Technical Evaluation Form 1: Expertise of the Firm/Organization				Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing			Max 50
1.2	General Organizational Capability which is likely to affect implementation			Max 70
	1.2.1	<p>List of the branches/offices/networks that exist in any of RBEC countries.</p> <ul style="list-style-type: none"> - Branches/Offices/Networks up to in 5 countries = 3 pts - Branches/Offices/Networks between 5 - 10 countries = 8 pts - Branches/Offices/Networks between 15 - 18 countries = 12 pts - Branches/Offices/Networks in all RBEC countries = 15 pts <p>http://www.eurasia.undp.org/content/rbec/en/home/regioninfo.html</p>	Max 15 pts	
	1.2.2	<p>Age/size of the firm</p> <ul style="list-style-type: none"> - the age of the firm is more than 10 years = 6.5 pts - the age of the firm is between 11 and 15 years = 2,5 pts - the age of the firm is more than 15 years = 1 pts - on average # of full-time employees more than 500 employees = 5 pts - on average # of full-time employees is between 201 and 500 = 2,5 pts 	Max 15 pts	
	1.2.3	<p>strength of project management support</p> <ul style="list-style-type: none"> -very strong; successfully completed more than 30 projects/assignments for each service line in the last 10 years: 25 pts -strong; successfully completed more than 25 projects/assignments in the last 10 years: 10 pts -moderate; successfully completed 20 projects/assignments in the last 10 years: 5 pts 	Max 25 pts	
	1.2.4	<p>project management controls</p> <ul style="list-style-type: none"> -very strong: 15 pts -strong: 10 pts -moderate: 5 pts 	Max 15 pts	

Technical Evaluation Form 1: Expertise of the Firm/Organization			Points Obtainable
1.3	Extent to which any service would be subcontracted (should be explained by bidders in the submission) - no subcontracting arrangements: 10 pts - subcontracting with official agreements: 5 pts - subcontracting without any official agreements: 0 pts		Max 10 pts
1.4	Quality assurance procedures, quality certificates and/or other similar certificates, accreditations, award and citations. -very strong; certificates/accreditations and awards: 20 pts -strong; certificates / accreditations or awards:10 pts -moderate: only quality certificates: 5 pts -no quality certificates: 0 pts		Max 20 pts
1.5.	Relevance of:		Max 250 Pts
	1.5.1 Specialized Knowledge - Availability of relevant proprietary tools and approaches (max 10 pts) - Availability of relevant knowledge products, publications (max 40 pts) - Application of specialized knowledge to specific projects: (max 70 pts) - Poverty reduction, inequalities and structural transformation: max 10 pts - Governance: max 10 pts - R&D, analysis in macroeconomics and microeconomics: max 8 pts - Innovation and knowledge management: max 7 pts - Local economic development (including rural development), SMEs and entrepreneurship: max 7 pts - Environment, Climate Change and Energy (incl. renewable energy and energy efficiency): max 10 pts - Conflicts and crisis, migration management: max 10 pts - Public services: max 8 pts	Max 120 pts	
	1.5.2 Experience on Similar Programme / Projects per Service Line (SL) - Years of experience is between 10 and 15 years (18) - Years of experience is more than 15 years (full pts = 30) - # of projects is between 25 and 30 in the last 10 years (18) - # of projects is more than 30 in the last 10 years (full pts = 30)	Max 60 pts	

Technical Evaluation Form 1: Expertise of the Firm/Organization				Points Obtainable
	1.5.3	Professional experience on Projects in line with Thematic Scopes in the RBEC Region Countries in the last 10 years - (6.25 pts for each completed project) <ul style="list-style-type: none"> - Poverty reduction, inequalities and structural transformation - Governance - R&D, analysis in macroeconomics and microeconomics - Innovation and knowledge management - Local economic development (including rural development), SMEs and entrepreneurship - Environment, Climate Change and Energy (incl. renewable energy and energy efficiency) - Conflicts and crisis, migration management - Public services 	Max 50 pts	
	1.5.4	Work for UN/ UNDP/ major multilateral/ or bilateral programmes in the last 10 years	Max 20 pts	
1	Sub-total: Expertise of the Firm/Organization			Max 400 pts

Technical Evaluation Form 2: Proposed Methodology, Approach and Implementation Plan			Points Obtainable
2.1	To what degree does the Proposer understand the task? <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 		Max 40 Pts
2.2	Have the important aspects of the task been addressed in sufficient detail? <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 		Max 20 Pts

Technical Evaluation Form 2: Proposed Methodology, Approach and Implementation Plan		Points Obtainable
2.3	<p>Are the different components of the project adequately weighted relative to one another?</p> <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 	Max 40 Pts
2.4	<p>Is the proposal based on a list of related experience about the project environment provided in ToR and was this data input properly used in the preparation of the proposal?</p> <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 	Max 50 Pts
2.5	<p>Is the conceptual framework adopted appropriate for the thematic scope of the assignments and the service line defined in the activities in TOR?</p> <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 	Max 60 Pts
2.6	<p>Is the scope of task well defined and does it correspond to the activities and related service line in the TOR?</p> <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 	Max 50 Pts

Technical Evaluation Form 2: Proposed Methodology, Approach and Implementation Plan		Points Obtainable
2.7	<p>Is the presentation/submission clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to assignments in line accordance with the service line defined in ToR?</p> <ul style="list-style-type: none"> - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points 	Max 40 pts
2	Sub-total: Proposed Methodology, Approach and Implementation Plan	Max 300 pts

Technical Evaluation Form 3: Management Structure and Key Personnel

Every CV of the Team Leader and Senior Member per each of 8 thematic areas (Poverty reduction, inequalities and structural transformation; Governance; R&D, analysis in macroeconomics and microeconomics; Innovation and knowledge management; Local economic development (including rural development), SMEs and entrepreneurship; Environment, Climate Change and Energy (incl. renewable energy and energy efficiency); Conflicts and crisis, migration management; Public services) will be assessed applying below methodology:

Technical Evaluation Form 3: Management Structure and Key Personnel				Points Obtainable
3.1.	Team Leader in every thematic area (8 CVs) Advanced Education Degree Years of professional experience: Years of specific RBEC experience: Experience in G20 Countries: Delivery in 6 Service Lines:	Minimum* Masters = 2 pts 10-14 years = 2 pts 5-10 years = 2 pts 3 countries = 2 pts 1-4 = 2 pts	Asset PhD = 4 pts 15+ years = max 4 pts 10+ years = max 4 pts 3+ countries = max 4pts 5-6 = 4 pts	Max 20 pts per TL/thematic area*8 = 160 pts
3.2.	Senior Member in every thematic area (8 CVs) Higher Education Degree Years of professional experience Years of specific RBEC experience Experience in G20 Countries Delivery in 6 Service Lines	Minimum* Masters = 2 pts 7 years = 2pts 3 years = 2 pts 2 countries = 2 pts 1-4 = 2 pts	Asset Higher Degree = 3 pts 10+ years = max 4.5 pts 5+ years = max 3 pts 3+ countries = max 4 pts 5-6 = 3 pts	Max 17.5 pts per SM/thematic area*8=140 pts

Technical Evaluation Form 3: Management Structure and Key Personnel		Points Obtainable
<i>* If any of the minimum requirements is not met, the proposed CV may not score any points</i>		
3	Sub-total: Management Structure and Key Personnel	Max 300 pts
	Technical Evaluation Form 3: Presentation of the proposal	Points Obtainable
4.1	Level of understanding UNDP's requirements	Max 50 pts
4.2	Creativity and innovation	Max 50 pts
4.3	Partnerships vision	Max 50 pts
4.4	Ability to supply top-notch specialized expertise	Max 50 pts
4	Sub-total: Presentation of the proposal	Max 200 pts

Section 4: Terms of Reference (TOR)

Strategic Consultancy Services, Terms of References (TORs)

Background Information and Rationale

On the ground in about 170 countries and territories, UNDP works to eradicate poverty and reduce inequalities and exclusion, while protecting the planet. UNDP helps countries develop strong policies, skills, partnerships and institutions so they can sustain their progress and focuses on three main areas: (a) Sustainable development, (b) Democratic governance and peacebuilding and (c) Climate and disaster resilience. In all activities, UNDP encourages the protection of human rights and the empowerment of women, minorities and the poorest and most vulnerable.

In September 2015, world leaders adopted the [2030 Agenda for Sustainable Development](#) to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Its achievement will require adopting integrated approach as well as managing risks and complex challenges. It becomes essential for countries to have access to increasingly more advanced and context-specific advice and support.

UNDP sees this period as an opportunity to advance the global agenda and is therefore working and supporting countries' efforts to achieve the new Sustainable Development Goals (SDGs). UNDP envisages delivering development solutions for diverse contexts, helping countries pursue the development pathways of their choice, with the ultimate goal of achieving the SDGs. It is therefore critical that UNDP responds with high-quality integrated policy and programme responses, tailored to country-specific realities, and conducive to achieving the SDGs.

The transition from the MDGs to the SDGs represents a period of flux where those engaged in development cooperation — both within the multilateral system and beyond — are assessing their role in the implementation of the new agenda. As countries and people strive to implement the SDGs, there will be a process of learning and adapting to support their implementation.

With an extensive field network, UNDP can play a critical convening role that supports a people-centered multi-stakeholder approach to development — governments (national and local), the private sector (domestic and multinational), science, academia, media and civil society. This approach can lead to a more effective diagnosis of the most pressing constraints, as well as a sensitization, and approaches, to addressing poverty and exclusion in the last mile.

In parallel to the new UNDP's 2018-2021 Strategic Plan, the UNDP Regional Programme Document for Europe and Commonwealth of Independent States (ECIS, 2018-2021) is being prepared. It will offer to the countries and territories a platform and instruments for implementation of Agenda 2030 through access to technical assistance, expertise, modelling frameworks, cross-country information exchange, and other tools.

The countries of Europe and Central Asia whose development aspirations are supported by UNDP's Regional Bureau for Europe and Commonwealth of Independent States (RBEC²) made significant progress in attaining the Millennium Development Goals. The human development index for 13 programme countries in this region now reach the high or very high human development categories. 4 countries are in the medium human development category. Nonetheless, many development challenges remain. Virtually every country in the region is facing challenges in reconciling economic and social progress with environmental sustainability, often aggravated by slow

² RBEC covers offices in 18 countries and territories (<http://open.undp.org/#2017/filter/region-RBEC>)

progress in reforming state institutions and developing the private sector. Further, despite commonalities associated with middle-income country status and transition legacies, the region's programme countries are diverse; but, distinctive sub-regional challenges and perspectives are also evident.

This important period is an opportunity for UNDP to support governments in the region in their transformational agendas and efforts for SDGs attainment. UNDP is faced with a task to support countries with a middle-income status and to congregate solutions that are in line with the SDGs, particularly the Goal 16, within a background of increasingly modest ODA funds and growing pressures on their national budgets to deliver on the SDGs agenda. This puts a premium on experimentation and innovation that overcomes institutional, financial and/or informational barriers as well as on the ability to develop, scale-up and nurture impactful partnerships with a multitude of bilateral, multilateral, private sector and civil society partners.

UNDP RBEC is working on identifying and unfolding new growth areas as well as new ways of working towards Agenda 2030. It aims to reinforce its expertise to provide world-class development advice, signatory services and operational implementation support to clients, in particular: Policy and technical advisory, Implementation support, Accessing and combining (domestic and international) development finance, and Coordination and integration of diverse sources of knowledge and expertise.

UNDP is therefore planning to contract entity(ies) that can bring top-notch global and local knowledge and experience, modern solutions, progressive thinking and innovative ideas for preparation and supporting transformational agendas and partnerships as well as (country and regional level) initiatives of UNDP in RBEC and beyond it.

Objectives & Scope

The overall objective is to provide UNDP and UNDP's partners with the best-in-class advice and analysis, and innovative recommendations that may help programme countries and territories achieve transformational agendas and efforts for SDGs attainment. In order to contribute to this objective, the contractor will provide technical assistance and high-quality consultancy services, which will involve exploring new and joint business opportunities, research, analysis, benchmarking, etc. as described in the next section of the present Terms of Reference.

The contract will be implemented through specific assignments. UNDP will issue a service request for each of the assignments, detailing inter alia the scope of the assignment, the type(s) of services required, timeframe in which the assignment needs to be completed, and the outputs.

The **thematic scope** of the assignments will be driven by the UNDP Strategic Plan, the Regional Programme priorities for RBEC and the Country Programme Documents, in priority areas and transformation efforts in several areas. These thematic focus areas include (note: there may be other thematic areas as well):

1. Poverty reduction, inequalities and structural transformation, - (TS 1)
2. Governance, - (TS 2)
3. R&D, analysis in macroeconomics and microeconomics, (TS 3)
4. Innovation and knowledge management, (TS 4)
5. Local economic development (including rural development), SMEs and entrepreneurship, (TS 5)
6. Environment, Climate Change and Energy (incl. renewable energy and energy efficiency), (TS 6)
7. Response to conflicts and crisis, migration management, (TS 7)
8. Public services (health; civil service; education, municipal, labor market and social services, etc.). (TS 8)

UNDP Business Challenges

Some of our current and future challenges include:

- Drive the organization's strategy and advance the corporate agenda with a new agenda, new UNDP leadership skills and a complex donor landscape.
- Position UNDP in the UN system- role, mission etc.
- Increase organizational agility – help UNDP navigate challenging times by increasing our workforce ability to respond rapidly in an unpredictable business environment.
- Remain competitive with other UN agencies.
- Delivery high-quality programmes with limited resources.
- Building a strong and differentiated bench and talent pipeline.
- Promote and create cultural change that is aligned to the strategy.
- A more purpose-focused, sustainable, and results driven organization to deliver UNDP results.
- Create a common leadership language where leaders across all levels and all parts of the organization understand what's expected of them to engage others and achieve results.

The functional scope may include the following Service Lines:

1. New and Joint Business Opportunities Identification, Justification and Development, and Implementation,
2. Strategic Policy Development and Advise, and Programme Development,
3. Organizational/Sector Review and Capacity Building,
4. Piloting of sustainable development initiatives,
5. Benchmarking
6. Identification and Analysis of Good Practices Activities

The Contractor will deliver services in various countries requested by UNDP in accordance with the specific assignments to be formulated by UNDP. An assignment may include provision of professional services by the Contractor in one or more of the **Service Lines** defined herein.

1: New and Joint Business Opportunities Identification, Justification and Development, and Implementation.

At the request of UNDP, the contractor will work with UNDP and UNDP's counterparts to identify new and joint business opportunities - development projects and partnerships, in a complementary and innovative way, and will help UNDP conceptualize and implement programmatic interventions (e.g. projects).

The types of services that may be required under this service line include but are not limited to:

- Identification of opportunities for development interventions and partnerships through analysis of international, national and regional plans, programs, strategies, and action plans
- Justification of programmatic interventions through secondary and primary research and analyses,
- Conceptualization of programmatic interventions and partnerships including identification of

- intervention modalities, objectives, expected results, partners and stakeholders,
- When required, talking part in their implementation and conducting or guiding workshops, focus group meetings, feasibility studies and/or cost-benefit analyses.

2: Strategic Policy Development and Advise, and Programme Development.

In all countries/territories UNDP implements a number of development projects, some of which require and/or include activities geared towards development of sectoral strategies and action plans. In addition, transformational agendas and SDGs will also require strategic policy development across different sectors along with respective action plans. Finally, UNDP takes some initiatives at (sub)regional level as some issues require such approach and response.

The types of services that may be required under this service line include but are not limited to:

- Development of appropriate analytical approaches/methods for assessment of the underlying problems and challenges of the development challenges, as per the requirements of specific assignments,
- In-depth analysis of the situation, through primary and/or secondary research,
- Development of specific strategies to address and/or overcome the development challenges, including identification of key success factors
- Development of short-, medium-, and long-term action plans in accordance with the strategies to be developed; development of relevant programmes, identification of possible funding sources, preparation of applications for funding; presentations to potential funders/donors;

3: Organizational/Sector Review and Capacity Building.

Ongoing and possible intervention areas of UNDP in RBEC require improvement in organizational capabilities of concerned governmental agencies and/or establishment of new ones, including at the (sub)regional, national and local levels. At the request of UNDP, the contractor will help UNDP review and assess organizational needs of its counterparts with a view to develop corresponding action plans.

The types of services that may be required under this service line include but are not limited to:

- Development of appropriate analytical approaches/methods for assessment and/or review of organizational needs of governmental agencies, as per the requirements of specific assignments,
- In-depth analysis, identification and prioritization of the organizational capacities and needs, including their partners/partnerships
- Assessment of the gap between the good practices and the national/regional situation in RBEC, identification of root causes of the gap and transferrable lessons, and development of actionable proposals and recommendations to bridge the gap and transfer these lessons,
- Depending on the requirements of the specific assignments, development of organizational transformation strategies, roadmaps, and/action plans and tools, including but not limited to talent management, systems improvement, capacity building programs etc.

4: Piloting of Sustainable Development Solutions.

Along with the above-mentioned service lines, at the request of UNDP, the contractor will help UNDP in piloting and (if needed) implementation of sustainable development solutions in line with the 2030 Agenda for Sustainable Development, UNDP Regional Development Programme and related (Country) Programme Documents as well as national development agendas.

The types of services that may be required under this service line include but are not limited to:

- Development of appropriate analytical approaches/methods/tools for identification and/or modelling of the solutions as per the related initiatives of UNDP at the national and international level,
- Design of pilot initiatives to contribute to relevant SDGs, sustainable development dimensions and innovations;
- Identification of implementation models (management models, modeling tools, piloting principles, organizational needs, networking with potential partners, etc.) as well as development of guidelines (“how to” guides) in consultation with stakeholders and decision makers
- Support in monitoring and evaluating of the results from pilots as well as develop strategies for their scaling up,
- Develop knowledge management products and tools.

5: Benchmarking.

At the request of UNDP, the Contractor will conduct benchmarking studies. Such studies may be at national and/or (sub)regional levels, and may include a wide variety issues and/or economic (energy, manufacturing, governance etc.) and social (health, education, social services etc.) sectors.

The types of services that may be required under this service line include but are not limited to:

- Development of benchmarking methodologies, including identification of benchmarking parameters, and identification of appropriate benchmark countries, regions, clusters, institutions etc. in accordance with the requirements of the specific assignments,
- Assessment of the differences between the benchmark countries or regions and RBEC (or RBEC countries), identification of root causes of the differences, and development of actionable proposals and recommendations to bridge the gaps that the benchmarking exercise reveals,
- Designing, organizing, delivering and/or facilitating workshops, focus group meetings and study visits to the benchmark countries, regions, institutions.
- Preparation of case studies, benchmarking reports etc.

6: Identification and Analysis of Good Practices.

At the request of UNDP, the Contractor will identify and analyze good practices. Good practices to be identified may include a wide variety issues and/or economic and social sectors. The types of services that may be required under this service line include but are not limited to:

- Development of approaches and identification of good practices with proper justification, in accordance with the requirements of the specific assignments,
- Assessment of the gaps between the good practices and the country/regional situation in RBEC, identification of root causes of the gap, and development of actionable proposals and

- recommendations to bridge the gap,
- Identification of transferrable lessons, and development of proposals to transfer these lessons.

Institutional Arrangements

Contractor will report to the UNDP. Contractor will also work with UNDP's counterparts and/or stakeholders to be defined in the specific service requests with UNDP's facilitation. Specific UNDP personnel to whom the contractor will report to will be identified in the specific service request. Services will be provided on a when-required by UNDP basis and UNDP does not guarantee any specific volume of services requested. Contractor should maintain regular contact with UNDP and appoint dedicated focal point (account manager) for UNDP/this contract.

Duration of Work

The duration of the contract is expected to be 3 years, with an optional extension of 2 years; however, the duration of the assignments may vary, depending on the scope and needs of UNDP. Indicatively the following durations may apply:

Type 1: These assignments are expected to be completed within 1-2 months. They may include activities geared towards rapid assessment of a development challenge/situation, holding expert workshops, desk research, preparing a concept/proposal for funding, etc.

Type 2: These assignments are expected to last 2 - 4 months. They may include an overall assessment a development challenge/situation, holding expert workshops and/or focus group meetings, desk research complemented with primary research etc.

Type 3: These assignments are expected to last more than 4 months. In very rare cases UNDP expects an assignment within the scope of the present Terms of Reference last for more than 6 months. The assignments may include a comprehensive assessment of a development challenge/situation, holding expert workshops and/or focus group meetings, desk research complemented with comprehensive primary research etc.

Location of Work

As per the requirements of the specific assignments, the work will need to be carried out in various countries/territories of RBEC and/or other regions (and countries).

The contractor will include 3 team members' travel (incl. flight tickets), accommodation and living expenses (such as lunch, dinner, etc.) expenses in price proposal for coordination meetings. In case the Contractor sends more than 3 of its personnel, all such expenses for those additional personnel will also be estimated and included in price proposal by the Contractor.

Qualifications of the Successful Service Provider

For the above tasks, corporate services will be required. As indicated above, UNDP is planning to contract entity(ies) that can bring validated top-notch knowledge, progressive thinking and innovative ideas for development and implementation of transformation agenda with supportive strategies, funding and respective action plans.

Contractor's support will be needed on high value, high risk, complex priorities for transformational change, spanning multiple functional and sectorial expertise areas. Similarly,

successful delivery of the assignment will require immediate and reliable access to expertise and know-how in global best practice across public and private sectors. Such quick and reliable response proved to a top priority in RBEC's context, which operates in a very dynamic environment also including crisis response.

The following qualifications have been determined in accordance with the complexity and comprehensiveness of the scope of the work expected from the contractor, as well as the level of know-how, innovative and progressive thinking, required for helping innovation and transformation happen in a wide variety of areas.

The bidder and/or the corporate group/network with which the bidder is organically associated should:

- Have at least 10 years of experience in delivering consultancy services to public and private sector in RBEC and G20 countries; i.e. should have been established in or before 2007 (to be documented by the notarized copy of registry documents);
- Have a highly diverse portfolio of offices and clients (G20, high-income economies, MICs, RBEC countries and territories etc.) of both - experience and presence;
- Have presence in RBEC countries in all sub-regions (Balkans and Turkey; Western CIS; Central Asia) (to be listed in the bid during the application process)
- Have ability to deploy missions and provide services in any of 18 RBEC countries/territories
- Have its HQs office or a regional directorate in Europe or one of the CIS country as well as presences in G7 countries
- Appoint a dedicated focal point/account manager able to efficiently respond to UNDP's requests and to be senior enough within the contractor's company to coordinate the service provision of various units of the contractor, including those located in other countries
- Have solid experience in the field(s) covered by the service lines requested by UNDP;
- Should be able to demonstrate availability of in-house knowledge and expertise in the fields covered by the TORs/contract (to be elaborated by the bidder in the technical proposal),
- Should have an effective in-house quality control/assurance system and mechanisms to ensure highest quality of final products developed by the contractor (to be explained by the bidder in the technical proposal)
- Ability to support UNDP in effective negotiations with various donors when looking for funds/developing proposals
- Should have implemented a variety of projects in the service lines, covered by the contract in the last 10 years and minimum 30 projects in the services lines described in this TOR in the RBEC region (list of projects should be provided)

Team Structures and Team Members

Team Structures

The following functional definitions have been developed to describe the team structures. These are indicative.

	Small Team	Full Team	Extended Team
Team Leader	1	1	1
Senior Member	1	1	1
Specialist(s)	1	2	3
Associate(s)	1	2	3
Assistant(s)	1	2	3
Other Members	2	2	2
Overall Number of contractor's staff in the Teams	7	10	13

If needed, UNDP may ask for **individual consultants/experts** to be provided by the contractor, who may be also engaged through a Reimbursable Loan Agreement. **Team Members**

CVs of the representative sample of Team Leaders and, Senior Members should be submitted along with the application in accordance with the format in Section 7 of the RFP. CVs of the proposed Team Leaders and Senior Members will be scored.

CVs of other requested team members may be submitted for reference purposes.

In the event that the awardees cannot use the the proposed Team Leaders and/or Senior Members are not available at the time of delivery of assignments, the Contractor is obliged to propose Team Leaders, Senior Members, or Specialists whose qualifications are at least equal to the proposed Leaders, Senior Members, or Specialists. If a Leader, Senior Member or Specialist leave the Contractor during the validity period of the Contract, the Contractor undertakes to propose a person whose qualifications are at least equal to the proposed Leaders, Senior Members, or Specialists. The proposers should ensure that there at least 2 alternate Leaders and Senior Members, and should provide UNDP at its request additional information that provides assurance on the proposer's capacity to mobilize qualified staff at times of urgency or conflicting situations.

Team Leaders (1 per Thematic Scope)

The Team Leaders provide substantive inputs to delivery of assignments, and lead the assignment teams. The TLeaders to be proposed by the proposers should:

- Have min MA level education degree; PhD is an asset,
- Have min 10 years of general professional experience;
- Have min 10 years of specific professional experience relevant to the service line,
- Have excellent (native speaker or proficiency level) English language
- Advanced communication and presentation skills
- Knowledge of Russian and/or other RBEC language(s) is an asset
- Experience in building strategic alliances for development interventions and work with Governments and private sector

- Experience with resource mobilization is an asset
- Have experience in delivery of top-notch advisory/consulting services in at least in 3 G20 countries and at least 5 countries from RBEC region,
- Have been involved in preferably more than 15 projects, but at least in 10 projects, relevant to the service line

Senior Members (at least one per Thematic Scope)

The Senior Members provide substantive inputs to delivery of assignments, and take lead in delivery of sub-components of assignment. The Senior Members to be proposed by the proposers should:

- Have MA or higher degree,
- Have more than 10 of general professional experience,
- Have more than 7 years of specific professional experience relevant to the service line,
- Have excellent (proficiency level) English language
- Have knowledge of Russian and/or other RBEC language(s) is an asset
- Have advanced communication and presentation skills
- Possess successful experience in building strategic alliances for development interventions and work with Governments and private sector
- Have experience in delivering advisory/consultancy services in more than 3 G20 countries and 3 countries from RBEC region,
- Have been involved in preferably more than 10 projects relevant to the service line. (on topics outlined in section Objectives&Scope above).

Specialists (will be noted)

- The specialists are expected to bring thematic experience in the fields as outlined in the section Objectives&Scope above.

The SLT specialists to be proposed by the proposers should;

- Have MA degree,
- Have at least 7 years of general professional experience,
- Have at least 5 years of specific professional experience in the relevant theme,
- Have experience in advisory/consultancy projects in at least in 2 G20 countries and 3 countries from RBEC region,
- Have been involved at least in 10 projects, relevant to the theme.

Other Members of the Teams

CVs of the other members of the teams are not required to be submitted along with the application; however, the proposers should convincingly demonstrate that they will be able to mobilize them at UNDP's request. Ideally, administrative members will have university degrees in relevant fields, and a minimum of 2 year experience.

Section 5: Proposal Submission Form³

[insert: Location]

[insert: Date]

To: Ms. Tugce Akpek, UNDP RBEC,IRH

Dear UNDP:

We, the undersigned, hereby offer to provide professional services for [Strategic Consultancy Services] in accordance with your Request for Proposal and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal sealed under a separate envelope.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council;
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.
- e) We are not temporarily or permanently prohibited from participation in tenders as per the restrictions set forth by laws.
- f) We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

³No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

Contact Details : _____

[please mark this letter with your corporate seal, if available]

Section 6: Documents Establishing the Eligibility and Qualifications of the Proposer

Proposer Information Form⁴

Date: *[insert date (as day, month and year) of Proposal Submission]*

RFP No.: REF: UNDP-IRH-RFP-2017-13

Page _____ of _____ pages

1. Proposer's Legal Name <i>[insert Proposer's legal name]</i>		
2. In case of Joint Venture (JV), legal name of each party: N/A		
3. Actual or intended Country/ies of Registration/Operation: <i>[insert actual or intended Country of Registration]</i>		
4. Year of Registration: <i>[insert Proposer's year of registration]</i>		
5. Countries of Operation	6. No. of staff in each Country	7. Years of Operation in each Country
8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Proposer's legal address in country of registration]</i>		
9. Value and Description of Top three (3) Biggest Contract for the past five (5) years		
10. Latest Credit Rating (if any)		
11. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
12. Proposer's Authorized Representative Information Name: <i>[insert Authorized Representative's name]</i> Address: <i>[insert Authorized Representative's name]</i> Telephone/Fax numbers: <i>[insert Authorized Representative's name]</i> Email Address: <i>[insert Authorized Representative's name]</i>		
13. Are you in the UNPD List 1267.1989 or UN Ineligibility List ? <input type="checkbox"/> YES or <input type="checkbox"/> NO		

⁴The Proposer shall fill in this Form in accordance with the instructions, irrespective of number of LOTs applied. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

14. Attached are copies of original documents of:

☐ All eligibility document requirements listed in the Data Sheet

☐ If case of Government corporation or Government-owned/controlled entity, documents establishing legal and financial autonomy and compliance with commercial law.

Section 7: Technical Proposal Form

TECHNICAL PROPOSAL FORMAT INSERT TITLE OF THE SERVICES

Important Note: *The Technical Proposals not submitted in this format may be rejected. The financial proposals should be included in separate envelope.*

Name of Proposing Organization / Firm:	
Country of Registration:	
Name of Contact Person for this Proposal:	
Address:	
Phone / Fax:	
Email:	

SECTION 1: EXPERTISE OF FIRM/ ORGANISATION
<p><i>This section should fully explain the Proposer's resources in terms of personnel and facilities necessary for the performance of this requirement. All contents of this section may be modified or expanded depending on the evaluation criteria stated in the RFP.</i></p> <p>1.1 Brief Description of Proposer as an Entity: Provide a brief description of the organization and staff / Credibility/ Reliability/ Industry Standing/Information of the firm submitting the proposal, its legal mandates/authorized business activities, the year and country of incorporation, types of activities undertaken, and approximate annual budget, etc. Include reference to reputation, or any history of litigation and arbitration in which the organisation / firm has been involved that could adversely affect or impact the performance of services, indicating the status/result of such litigation/arbitration.</p> <p>1.2. General Organisational Capability which is likely to affect implementation: Financial stability, company formation, age/size of the Firm, strength of management support, project financing capacity, project management controls,</p> <p>1.3 Contracting/subcontracting level: The level of contracting arrangements, if any subcontractor will be used and the level of formal arrangement.</p> <p>1.4 Quality assurance certificates/accreditation: Quality certificates, accreditations, awards, industry ratings, credit ratings, etc.</p>

1.5 Relevance: As per the details provided in ToR in Section 4, specialised knowledge, experience on similar programme/projects per service line, experience on projects in the Region, experience in working with UN, international organisations, multilateral/bilateral programmes.

1.6. Track Record and Experiences: Provide the following information regarding corporate experience within the last ten (10) years which are related or relevant to those required for this Contract. Replicate the following table (or develop your own format that contains at the minimum the following information) for each reference you submit.

Name of project	Client	Contract Value	Period of activity	Types of activities undertaken	Status or Date Completed	References Contact Details (Name, Phone, Email)

[Add/delete rows as needed]

*In case where exact budget cannot be given, pick the relevant interval:

☐ \$100.000 - \$250.000; ☐ \$250.001 - \$500.000; ☐ \$500.001 - \$1.000.000; ☐ More than \$1.000.000

SECTION 2 - APPROACH AND IMPLEMENTATION PLAN

This section should demonstrate the Proposer's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; and demonstrating how the proposed methodology meets or exceeds the requirements. For each service line (LOT) a separate approach and implementation plan in the form of 'Section 2' shall be submitted.

2.1. Approach to the Service/Work Required: Please provide a detailed description of the methodology for how the organisation/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and working environment for the thematic assignments.

2.2. Technical Quality Assurance Review Mechanisms: The methodology shall also include details of the Proposer's internal technical and quality assurance review mechanisms.

2.3 Implementation Timelines: The Proposer shall submit a draft Gantt Chart for each type of duration of work detailed in ToR section 5 (type1, type2, type3) indicating the detailed sequence of activities that will be undertaken and their tentative timing.

2.4. Subcontracting: Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team.

2.5. Risks / Mitigation Measures: Please describe the potential risks for the implementation of this project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.

2.6. Reporting and Monitoring: Please provide a brief description of the mechanisms proposed for this project for reporting to the UNDP and partners, including a reporting schedule.

2.7. Anti-Corruption Strategy: Define the anti-corruption strategy that will be applied in this project to prevent the misuse of funds. Describe the financial controls that will be put in place.

2.8. Partnerships: Explain any partnerships with local, international or other organizations that are planned for the implementation of the project. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team. Letters of commitment from partners and an indication of whether some or all have successfully worked together on other previous projects is encouraged.

2.9 Statement of Full Disclosure: This is intended to disclose any potential conflict in accordance with the definition of “conflict” under Section 5 of this document, if any.

2.10 Management Structure: Describe the overall management approach toward planning and implementing this activity. Include an organization chart for the management of the project describing the relationship of key positions and designations.

2.11 Other: Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 3: PERSONNEL

3.1 Qualifications of Key Personnel. Provide the CVs for key personnel (Team Leaders, Senior Member – for evaluation; Specialists – will be noted) that will be provided to support the implementation of this service. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Please use the format below:

Name:	
Position for this Contract:	
Nationality:	
Contact information:	
Countries of Work Experience:	
Language Skills:	
Educational and other Qualifications:	

Summary of Experience: *Highlight experience in the region and on similar projects.*

Employer	Period (from – to)	Role	Brief description of functions
(add/delete rows as needed)			

–

Relevant Experience (project references up to 20)

Project Title	Period (from – to)	Location	Description
(add/delete rows as needed)			

–

References (minimum 3): *For each reference person indicate Name; Designation; Organization and Contact Information (at the minimum Email address).*

Section 8: Financial Proposal Form⁵

The bidder will present indicative rates, with each Service Request being costed as per the rates below, UNDP's indicated level of effort, deliverables, and location of service delivery

The Proposer is required to prepare the Financial Proposal in an envelope separate from the rest of the RFP as indicated in the Instruction to Proposers and in the following format Financial proposals not prepared in this format may be rejected. **Please use excel template for the financial offer – Annex 3.**

Type 1: These assignments are expected to be completed within 1-2 months. They may include activities geared towards rapid assessment of a development challenge/situation, holding expert workshops, desk research, preparing a concept/proposal for funding, etc.

Type 2: These assignments are expected to last 2 - 4 months. They may include an overall assessment a development challenge/situation, holding expert workshops and/or focus group meetings, desk research complemented with primary research etc.

Type 3: These assignments are expected to last more than 4 months. In very rare cases UNDP expects an assignment within the scope of the present Terms of Reference last for more than 6 months. The assignments may include a comprehensive assessment of a development challenge/situation, holding expert workshops and/or focus group meetings, desk research complemented with comprehensive primary research etc.

⁵No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

Section 9: GTC and Contract for Goods and Services

PDF FORMAT OF GTC⁶ AND CONTRACT⁷ ATTACHED AS ANNEXES

⁶ General Terms and Conditions – Annex 1

⁷ Contract for Goods and/or Services - Annex 2

Section 10: Specific Service Request Form Template

Service Request Form Cover Page under Strategic Services for ISG Portfolio	
LTA No:	
LTA Holder:	
Thematic Scope:	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <input type="checkbox"/> TS 1 - Poverty reduction, inequalities and structural transformation, <input type="checkbox"/> TS 2 - Governance, <input type="checkbox"/> TS 3 - R&D, analysis in macroeconomics and microeconomics, <input type="checkbox"/> TS 4 - Innovation and knowledge management, <input type="checkbox"/> TS 5 - Local economic development (including rural development), SMEs and entrepreneurship, <input type="checkbox"/> TS 6 - Environment, Climate Change and Energy (incl. renewable energy and energy efficiency), <input type="checkbox"/> TS 7 - Response to conflicts and crisis, migration management, <input type="checkbox"/> TS 8 - Public services (health; civil service; education, municipal, labor market and social services, etc.). </div> <div style="width: 35%;"> <input type="checkbox"/> Other (<i>please specify</i>) </div> </div>
Service Line:	<input type="checkbox"/> SL –1 New and Joint Business Opportunities Identification, Justification and/or Development <input type="checkbox"/> SL –2 Strategy/Policy & Action Plan Development <input type="checkbox"/> SL –3 Organizational Review and Capacity Building <input type="checkbox"/> SL –4 Piloting of Sustainable Development Solutions <input type="checkbox"/> SL –5 Benchmarking <input type="checkbox"/> SL –6 Identification and Analysis of Good Practices <input type="checkbox"/> Other (<i>please specify</i>)
Assignment	
Project	
Duration of Work	<input type="checkbox"/> Type 1; Up to 2 Months (please specify duration): <input type="checkbox"/> Type 2; 2-4 Months (please specify duration): <input type="checkbox"/> Type 3; >4 months (please specify duration):
Location of Work	
Required Team Structure	<input type="checkbox"/> Small Team; <input type="checkbox"/> Full Team; <input type="checkbox"/> Extended Team: <input type="checkbox"/> Required Other Members:

Background	Stated here or indicated in separate Generic Terms of Reference.			
Objectives/Scope	Stated here or indicated in separate Generic Terms of Reference.			
Tasks & Duties	Stated here or indicated in separate Generic Terms of Reference.			
Reporting	Stated here or indicated in separate Generic Terms of Reference.			
Deliverables	#	Description	Indicative Deadline	Indicative Cost*
	1			
	2			
	<i>*In line with the service line and related team selection as per the financial proposal</i>			
Payment Terms	A lump sum payment will be made upon delivery of deliverables and their approval by UNDP, on the basis of actual number of weeks invested in the assignment by the Team.			
Other Considerations				
Request made by:	Name / Surname/ Title of the Staff: Date: Signature:			
Request accepted by:	Name / Surname/ Title on behalf of the Contractor: Date: Signature:			
Attachments (e.g.):	Generic TOR Specific TOR TBD			

Form QR1: Quick Ratio(2014,2015,2016) (to be printed on company letterhead, signed, dated and stamped)

Applicant's Legal Name _____ Date ____/____/201X

Financial information in US\$ equivalent*				
Information from Balance Sheets				
	2014	2015	2016	Average
TOTAL CURRENT ASSETS (CA)				
<i>Cash and Cash Equivalents</i>				
<i>Accounts Receivable</i>				
<i>Marketable Securities</i>				
<i>Inventory</i>				
CURRENT LIABILITIES (CL)				
QUICK RATIO [(Cash and Cash Equivalents + Accounts Receivable+Marketable Securities)/CL]				

The information above complies with the following:

- Latest Audited Financial Statement (Income Statement and Balance Sheet) including Auditor's Report for the past 3 years(2014, 2015, 2016). *In case the the proposer is not allowed to share financial statements due to binding corporate laws, proposer must submit a report certified by independent accountant verifying the figures presented in Form AAT1 and Form QR1.*

*Please use UN official exchange rates valid during month related of the respective tender, available at the following link for the conversion of contract amounts to USD:

<http://treasury.un.org/operationalrates/OperationalRates.aspx>

Form LT1: Litigation History (to be printed on company letterhead, signed, dated and stamped)

LITIGATION HISTORY

Please provide information on the history of litigation or arbitration resulting from contracts during the last 5 years or under execution.

Year	Litigation/Arbitration is AGAINST to (Legal Entity, Real Persons, etc)	Cause of Litigation & relevant details	Amount disputed (US\$)

Signature:

Date:

(Signed by the duly authorized representative of the Contractor)

Form EL1 – List of fulltime employees for the last 3 years(2014,2015,2016) (to be printed on company letterhead, signed, dated and stamped)

<i>Year</i>	<i>2014</i>	<i>2014</i>	<i>2016</i>	<i>Present</i>
<i>Number of employees*</i>				

**Proposer must present lists of employees for each year corresponding the figures given in the above table. The lists must include at least the name, title, contract period inofrmation for each employee.*