



REQUEST FOR PROPOSAL (RFP) (For Services)

To: All potential vendors	DATE: October 31, 2019
	REFERENCE: RFP/2019/027 - CO

Dear Sir / Madam:

We kindly request you to submit your Proposal for **working with UNDP Mongolia country office to define a transformative mission for the country, following the mission driven innovation approach..**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **11:00am, Wednesday, November 20, 2019** (GMT+08, Ulaanbaatar time) and via email to:

bids.mn@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 120 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) 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.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Soyongua Ganchimeg
Assistant Resident Representative (O)
10/31/2019

Description of Requirements

Context of the Requirement	<p>Background: UNDP Mongolia Country Office (CO) has recently undergone an internal sensemaking exercise, resulting in the identification of a strategic “pivoting” opportunity for the organization, in line with the overall Next Generation UNDP strategy.</p> <p>The country office is interested in embarking in a transformational journey: from being a provider of solutions (as a traditional donor) to being a facilitator of a platform that can drive a substantial shift in the development trajectory of Mongolia. The ambition therefore is to explore a new modality of operating that is not limited by the constraint of a traditional development project but rather looks at new organizing and financing mechanisms for systemic, transformational change. This is in recognition of the fact that the challenges faced by the country are systemic in nature, and a projectized approach is not the most suitable to address them.</p>
Implementing Partner of UNDP	UNDP Mongolia
Brief Description of the Required Services ¹	<p>This shift will be initiated through a ‘collective research and learning journey’. The objective is to, over time:</p> <ul style="list-style-type: none"> a) increase the capacity of Country Office staff and external stakeholders in the engagement and use of system transformation approaches informed by the mission driven innovation framework; b) engage partners and donors as peers, co-designers and co-investors in the journey. <p>The Country Office is seeking to engage a company/organization that can help work with the CO to define a transformative mission for the country, following the mission driven innovation approach.</p>
List and Description of Expected Outputs to be Delivered	<p>The Mongolia Country offices is now seeking to hire a firm to undertake the following tasks:</p> <ul style="list-style-type: none"> a) Work with the country office (CO) team to research the subject, scope and scale of the mission, its key components as part of the transformational journey the office has embarked on , while building on the sensemaking exercise the office has undertaken. <ul style="list-style-type: none"> • Research and define the different components of the mission: the challenge, the mission, the portfolio of R&D projects that it will need to include for a coherent response, the stakeholders that would need to be involved; • Support the CO (and in-house consultant managing the transformation journey) explore connections between the mission and existing assets and capabilities in the office; help the CO socialize the mission to interested stakeholders and identify potential financial opportunities. b) Support the convening of a national dialogue to raise awareness and gather momentum for the transformative mission <ul style="list-style-type: none"> • Help develop the content for the dialogue and assess the best tactics to convene different stakeholders;

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

	<ul style="list-style-type: none"> • Support with the formulation of R&D projects.
Person to Supervise the Work/Performance of the Service Provider	<p>a) The contractor will report to the RR of Mongolia with support by the DRR and the Director of the Regional Innovation Center in Bangkok who will review the deliverables and evaluate the contractors' performance in collaboration with Programme Specialist and the technical support team at UNDP Bangkok Regional Hub;</p> <p>b) The RR, DRR and the other relevant colleagues will be responsible for supporting the contractor during the course of work and providing any information/documents as needed;</p> <p>c) The team from the RIC and UNDP Bangkok Regional Hub will support the contractors to connect with resource and network needed for the research.</p>
Frequency of Reporting	All reports should be written in English. The reports should be submitted to CO within an agreed schedule complying the quality requirements.
Progress Reporting Requirements	The contractor will be required to report the progress of work during the assignment on demand basis.
Location of work	<input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	6 months
Target start date	December 2019
Latest completion date	May 2020
Travels Expected	The contractor will be home-based and expected to travel to Mongolia. However, the number of times of traveling required will be on demand basis. And if there is more travel, the mission would be agreed with UNDP in advance and the service contractor would be reimbursed for travel costs as in line with UNDP policy.
Special Security Requirements	<input checked="" type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input checked="" type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency - USD
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals	<input type="checkbox"/> 60 days <input type="checkbox"/> 90 days

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

(Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																				
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted																				
Payment Terms	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td> 1. Develop : (1) a workplan outlining methodology and key milestones and (2) a document (report/guide) for the Country Office, based on the needs and context of the Country Office that includes the framework and approach to mission-driven innovation, the background research to substantiate its rationale, the definition of the challenge and description of a suggested portfolio of R&D initiatives to meet it. The document (report/guide) will be developed in an iterative way with the country office, with a first draft developed within a month from the beginning of the assignment and subsequent iterations discussed and delivered on a fortnightly basis 2. The document (report/guide) will be accompanied by compelling visuals that can help the CO team quickly explain to a variety of stakeholders the purpose of the mission and its key components. </td> <td>30%</td> <td>Within 3 months</td> <td rowspan="4"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider. </td> </tr> <tr> <td> 3. Repurpose the content of the mission document (report/guide) to be easily digestible for a variety of stakeholders at the national forum 4. Deliver presentation at the national forum and stakeholder engagement events </td> <td>40%</td> <td>By Mid March 2020</td> </tr> <tr> <td>5. Develop original content (e.g. blog posts, thoughtpieces in the lead up and after the forum)</td> <td>30%</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Outputs	Percentage	Timing	Condition for Payment Release	1. Develop : (1) a workplan outlining methodology and key milestones and (2) a document (report/guide) for the Country Office, based on the needs and context of the Country Office that includes the framework and approach to mission-driven innovation, the background research to substantiate its rationale, the definition of the challenge and description of a suggested portfolio of R&D initiatives to meet it. The document (report/guide) will be developed in an iterative way with the country office, with a first draft developed within a month from the beginning of the assignment and subsequent iterations discussed and delivered on a fortnightly basis 2. The document (report/guide) will be accompanied by compelling visuals that can help the CO team quickly explain to a variety of stakeholders the purpose of the mission and its key components.	30%	Within 3 months	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	3. Repurpose the content of the mission document (report/guide) to be easily digestible for a variety of stakeholders at the national forum 4. Deliver presentation at the national forum and stakeholder engagement events	40%	By Mid March 2020	5. Develop original content (e.g. blog posts, thoughtpieces in the lead up and after the forum)	30%							
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Person(s) to review/inspect/	Resident Representative																				

approve outputs/completed services and authorize the disbursement of payment	
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement ³ <input type="checkbox"/> Other Type of Contract
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	Technical Proposal (70%) <input checked="" type="checkbox"/> Expertise of the Firm - 300p <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan – 400p <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel - 300p Financial Proposal (30%) To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) ⁴ <input checked="" type="checkbox"/> Detailed TOR (Annex 4) <input type="checkbox"/> Others ⁵
Contact Person for Inquiries (Written inquiries only) ⁶	Procurement and Admin Associate <i>bids.mn@undp.org</i> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	n/a

³ Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$100,000.00.

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁵ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁶ This 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 received.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁸)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

- Proof of successful completion of 1 similar works;
- Approach and methodology;
- Work plan and schedule;
- Quality assurance mechanisms;
- Risk and risk mitigation measures

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per year*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Deliverable 1-2	30%	
2	Deliverable 3-4	40%	
3	Deliverable 5	30%	
	Total	100%	
	GRAND TOTAL		

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component (MNT):

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
Team Leader				
Senior Consultant				
Junior Consultant				
II. Out of Pocket Expenses				
Travel cost				
Visa expense				
Accommodation				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]

General Terms and Conditions for Services**1.0 LEGAL STATUS:**

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

- 8.1** The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- 8.2** The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
- 8.3** The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.
- 8.4** Except for the workmen's compensation insurance, the insurance policies under this Article shall:
- 8.4.1** Name UNDP as additional insured;
 - 8.4.2** Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;
 - 8.4.3** Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
- 8.5** The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT:

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

- 11.1** Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.
- 11.2** To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the

performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

- 11.3** At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.
- 11.4** Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

- 13.1** The recipient ("Recipient") of such information shall:
 - 13.1.1** use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,
 - 13.1.2** use the Discloser's Information solely for the purpose for which it was disclosed.
- 13.2** Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:
 - 13.2.1** any other party with the Discloser's prior written consent; and,
 - 13.2.2** the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:
 - 13.2.2.1** a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,
 - 13.2.2.2** any entity over which the Party exercises effective managerial control; or,
 - 13.2.2.3** for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.
- 13.3** The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the

Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

- 13.4** The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.
- 13.5** The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.
- 13.6** These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

- 14.1** In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.
- 14.2** If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.
- 14.3** Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.
- 14.4** The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract..

15.0 TERMINATION

- 15.1** Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.
- 15.2** UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

- 18.2** Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

- 19.1** The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.
- 19.2** Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

- 20.1** The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.
- 20.2** Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

- 22.1** The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.
- 22.2** The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years

with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNDP Authorized Official.

TERMS OF REFERENCE (TOR)

(Advisor of Mission Driven Innovation - Mongolia)

a. Background Information and Rationale, Project Description

UNDP Mongolia Country Office (CO) has recently undergone an internal sensemaking exercise, resulting in the identification of a strategic “pivoting” opportunity for the organization, in line with the overall Next Generation UNDP strategy.

The country office is interested in embarking in a transformational journey: from being a provider of solutions (as a traditional donor) to being a facilitator of a platform that can drive a substantial shift in the development trajectory of Mongolia. The ambition therefore is to explore a new modality of operating that is not limited by the constraint of a traditional development project but rather looks at new organizing and financing mechanisms for systemic, transformational change. This is in recognition of the fact that the challenges faced by the country are systemic in nature, and a projectized approach is not the most suitable to address them.

b. Specific Objectives

This shift will be initiated through a ‘collective research and learning journey’. The objective is to, over time:

- a) increase the capacity of Country Office staff and external stakeholders in the engagement and use of system transformation approaches informed by the mission driven innovation framework;
- b) engage partners and donors as peers, co-designers and co-investors in the journey.

The Country Office is seeking to engage a company/organization that can help work with the CO to define a transformative mission for the country, following the mission driven innovation approach.

c. Scope

The Mongolia Country offices is now seeking to hire a firm to undertake the following tasks:

- c) **Work with the country office (CO) team to research the subject, scope and scale of the mission, its key components as part of the transformational journey the office has embarked on , while building on the sensemaking exercise the office has undertaken.**
 - Research and define the different components of the mission: the challenge, the mission, the portfolio of R&D projects that it will need to include for a coherent response, the stakeholders that would need to be involved;
 - Support the CO (and in-house consultant managing the transformation journey) explore connections between the mission and existing assets and capabilities in the office; help the CO socialize the mission to interested stakeholders and identify potential financial opportunities.
- d) **Support the convening of a national dialogue to raise awareness and gather momentum for the transformative mission**
 - Help develop the content for the dialogue and assess the best tactics to convene different stakeholders;
 - Support with the formulation of R&D projects.

d. Approach and Methodology

The vendor is expected to have substantial expertise in the mission driven innovation methodology to define the scope of the challenge, its targets and related experiments. It will complement this approach with expertise in systemic risks analysis, foresight and experimentation. The vendor will support their application with compelling evidence of practical experience (ideally both in the private and nonprofit sectors). The vendor is required to describe methodologies incorporating the requirements mentioned with more details and is welcome to propose innovative methodologies that are relevant and suitable for the research assignment. The scope, direction, and progress of the research should be with close consultation with the UNDP Mongolia Country Office.

e. Deliverables and Schedules/Expected Outputs (within 6 months)

Deliverables	Tentative Timeline
<i>Transformative Mission Codesign with CO and In-house International Consultant</i>	
1. Develop : <ul style="list-style-type: none">a. (1) a workplan outlining methodology and key milestones andb. (2) a document (report/guide) for the Country Office, based on the needs and context of the Country Office that includes the framework and approach to mission-driven innovation, the background research to substantiate its rationale, the definition of the challenge and description of a suggested portfolio of R&D initiatives to meet it. The document (report/guide) will be developed in an iterative way with the country office, with a first draft developed within a month from the beginning of the assignment and subsequent iterations discussed and delivered on a fortnightly basis 2. The document (report/guide) will be accompanied by compelling visuals that can help the CO team quickly explain to a variety of stakeholders the purpose of the mission and its key components.	Within 3 months
<i>Socialize Mission and Create Space for Inputs at the (March/April) National Forum</i>	
3. Repurpose the content of the mission document (report/guide) to be easily digestible for a variety of stakeholders at the national forum 4. Deliver presentation at the national forum and stakeholder engagement events 5. Develop original content (e.g. blog posts, thoughtpieces in the lead up and after the forum)	By mid-March 2020

f. Key Performance Indicators and Service Level

- a) The performance of service will be evaluated based on the actual quality of deliverables, the relevance to the areas of scoping described, applicability of insights and knowledge obtained from the research to inform the strategy and development of government, UNDP Country office of Mongolia, the Regional Innovation Center, and other relevant partners;
- b) If the contractor does not meet the required service level, the L&R Unit will not certify payments for the deliverable i.e. no payment will be made until L&R unit certifies and accepts the deliverable.

Eventually, if the deliverables are not met as per specifications, the contract may be terminated as per UNDP Procurement rules and regulations.

g. Governance and Accountability

- d) The contractor will report to the RR of Mongolia with support by the DRR and the Director of the Regional Innovation Center in Bangkok who will review the deliverables and evaluate the contractors' performance in collaboration with Programme Specialist and the technical support team at UNDP Bangkok Regional Hub;
- e) The RR, DRR and the other relevant colleagues will be responsible for supporting the contractor during the course of work and providing any information/documents as needed;
- f) The team from the RIC and UNDP Bangkok Regional Hub will support the contractors to connect with resource and network needed for the research.

h. Facilities to be provided by UNDP

- a) UNDP will support the contractor in gaining access to relevant information;
- b) The contractors will ensure they have regional and district level access (where needed). The contractor will identify the need for meetings and will host the meetings. UNDP can facilitate some meetings upon contractor's request;
- c) The contractor will have sole responsibility for all logistical, administrative and maintenance support necessary to its personnel for the duration of the contract with no responsibility on the part of UNDP. This shall include the following:
 - The welfare of its staff including payment of salaries, medical insurance, medical and casualty evacuation in the event of a security breakdown.
 - Arrangements for logistics across all aspects of the assignment including in-country transportation for its operations, accommodation and any visa requirements.
 - Security for all its personnel and assets. Neither the UNDP nor its national partners shall provide security facilities or be liable for any individual and material damage.
 - Ensure adequate communication with UNDP.

i. Expected duration of the contract/assignment

- a) Expected duration of the assignment is 6 months (1 December –May, 2020);
- b) Target date of commencement of the work and expected completion date: as per indicated in the deliverable table;
- c) Estimated lead time for UNDP or Project Implementing Partners to review outputs, give comments, approve/accept outputs, etc.: 2 months all-inclusive on demand basis within the contract duration.

j. Duty Station

- a) The contractor will be home-based and expected to travel to Mongolia. However, the number of times of traveling required will be on demand basis. And if there is more travel, the mission would be agreed with UNDP in advance and the service contractor would be reimbursed for travel costs as in line with UNDP policy.
- b) The contractor will be required to report the progress of work during the assignment on demand basis.

k. Professional Qualifications of the Successful Contractor and its key personnel

The minimum requirements for the company/organization/institution:

- Professional experience in transformational innovation, mission driven innovation, managing strategic risks, portfolio management, social innovation/business innovation;
- Show evidence of having successfully completed at least one similar assignment;

- Experience working with UN agencies is an asset;
- Flexibility and openness to accommodate clients' needs;
- High professional standards;
- Knowledge and working experience of Asia and the Pacific are an asset.

A team of 3 members is recommended.

The minimum requirements for the members of the team:

a) Team leader

- Master's degree or higher in Public Administration/Policy, International Development, International Relationship, Political Science, Economics and other related fields;
- A minimum of 7 years of professional experience in the field related to transformational innovation, mission driven innovation, managing strategic risks, portfolio management, social innovation/business innovation, strategic leadership;
- Proven knowledge and professional experience organizational change dynamics, codesign and strategy for socializing, attracting and building momentum for change;
- Demonstrated capacity in providing capacity development service and facilitation;
- Working experience in designing, iterating, and prototyping new portfolios;
- Excellent written and spoken English is required.

b) Senior consultant

- Advanced degree or higher in Public Administration/Policy, International Development, International Relationship, Political Science, Economics and other related fields;
- A minimum of 5 years of professional experience in the field related to transformational innovation, mission driven innovation, managing strategic risks, portfolio management, social innovation/business innovation, strategic leadership;
- Proven knowledge and professional experience in organizational change dynamics, codesign and strategy for socializing, attracting and building momentum for change;
- Demonstrated capacity in providing capacity development service and facilitation;
- Excellent written and spoken English is required.

c) Junior consultant

- Advanced degree or higher in Public Administration/Policy, International Development, International Relationship, Political Science, Economics and other related fields;
- A minimum of 3 years of professional experience in the field related to transformational innovation, mission driven innovation, managing strategic risks, portfolio management, social innovation/business innovation, strategic leadership;
- Proven knowledge and professional experience in organizational change dynamics, codesign and strategy for socializing, attracting and building momentum for change;
- Demonstrated capacity in providing capacity development service and facilitation;
- Excellent written and spoken English is required.

I. Price and Schedule of Payments

The contractor shall submit financial proposal as below:

- a) Professional fees: the contractor shall propose the professional fees for each team member with the number of working days for each team member;

- b) Other costs: the contractor shall propose the other costs including for the travel cost, home-Mongolia-home travel; Mongolia visa expenses for international team members; accommodation in Mongolia and any other relevant costs.

The total contract value, inclusive of the above elements, shall be converted into a lump sum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the schedule of payment.

SN	Deliverables	Percentage of Total Price (Weight for payment)	
1	Deliverable 1 – 2	30%	Of the original contract value
2	Deliverable 3 – 4	40%	
3	Deliverable 5	30%	

- m. **Additional References or Resources**
N/A

ANNEX 6

TECHNICAL EVALUATION CRITERIA

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	Total	1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	40
1.2	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted	40
1.3	Relevance of specialized knowledge and experience on similar engagements done in Asia and the Pacific is an asset	20
1.4	Quality assurance procedures and risk mitigation measures	30
1.5	Organizational Commitment to Sustainability (mandatory weight) -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points -Organization is a member of the UN Global Compact -5 points -Organization demonstrates significant commitment to sustainability through some other means- 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues	30
1.6	Specialized knowledge in in transformational innovation, mission driven innovation, managing strategic risks, portfolio management, social innovation/business innovation;	80
1.7	Professional experience of at least one similar project related to the scope of work in this assignment	60
Total Section 1		300

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	150

2.3	Description of available performance quality assurance/ monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.4	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	70
2.5	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
Total Section 2		400

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?		60
3.2	Qualifications of key personnel proposed		
3.2 a	Team Leader		120
	- Advanced degree in Public Administration/Policy, International Development, Political Science, Economics, and other related fields;	10	
	- A minimum of 7 years of professional experience in the field related to in transformational innovation, mission driven innovation, managing strategic risks, portfolio management, social innovation/business innovation, strategic leadership	30	
	- Proven knowledge and professional experience in organizational change dynamics, codesign and strategy for socializing, attracting and building momentum for change	30	
	- Demonstrated capacity in providing capacity development service and facilitation	30	
	- Working experience in managing strategic risks for organizations or companies to design portfolios of strategic options; designing, iterating, and prototyping new portfolios	10	
	- Excellent written and spoken English	10	
3.2 b	Senior Expert		80
	- Advanced degree in Public Administration/Policy, International Development, Political Science, Economics, and other related fields;	10	
	- A minimum of 5 years of professional experience in the field related to transformational innovation, mission driven innovation, social innovation, business strategy, strategic leadership, and risk management	20	
	- Proven knowledge and professional experience in organizational change dynamics, codesign and strategy for socializing, attracting and building momentum for change	20	
	- Demonstrated capacity in providing capacity development service and facilitation;	20	
	- Excellent written and spoken English	10	
3.2 c	Junior Expert		40

- Advanced degree in Public Administration/Policy, International Development, Political Science, Economics, and other related fields;	5	
- A minimum of 3 years of professional experience in the field related to transformational innovation, mission driven innovation, social innovation, business strategy, strategic leadership, and risk management	10	
- Proven knowledge and professional experience in organizational change dynamics, codesign and strategy for socializing, attracting and building momentum for change	10	
- Demonstrated capacity in providing capacity development service and facilitation;	10	
- Excellent written and spoken English	5	
Total Section 3		300