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## REQUEST FOR PROPOSAL (RFP 012/22)

NAME & ADDRESS OF FIRM	DATE: 22 February, 2022
	REFERENCE: Development of the Employment Strategy under the Comprehensive National Strategy on Labour and Social Protection of the Republic of Armenia

Dear Sir / Madam:

We kindly request you to submit your Proposal for ***Development of the Employment Strategy under the Comprehensive National Strategy on Labour and Social Protection of the Republic of Armenia*** (the detailed TOR is attached separately as Annex 1a).

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

Proposals may be submitted on or before, **9 March 2022, 4:00 pm local Yerevan time** (GMT +4) **via email only:**

[tenders.armenia@undp.org](mailto:tenders.armenia@undp.org)

Please note that proposals received through any other e-mail address will not be considered. Your Proposal must be expressed in the English, and valid for a minimum period of 60 days calendar 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:

[Procurement protest and vendor sanctions | United Nations Development Programme \(undp.org\)](#)

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:

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscclconduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscclconduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

**Procurement Unit**  
*UNDP Armenia*

## Description of Requirements

Context of the Requirement	<b>Development of the Employment Strategy under the Comprehensive National Strategy on Labour and Social Protection of the Republic of Armenia</b>
Implementing Partner of UNDP	-
Brief Description of the Required Services <sup>1</sup>	Under the national ownership of the MoLSA, overall guidance of Innovation and SDG Finance” portfolio manager and direct supervision of ImpactAIM accelerator lead, the Company will be responsible for the development of the Strategy and in consultation with the group of technical experts from ILO and WB, as well as key stakeholders including employers’ and workers’ organizations.
List and Description of Expected Outputs to be Delivered	– As per Annex 1a – Terms of Reference (TOR)
Person to Supervise the Work/Performance of the Service Provider	Tatevik Koloyan, Team leader, Innovation and SDG Finance portfolio
Frequency of Reporting	<i>As per TOR (Annex 1a) Draft Timeframe of the Services</i>
Progress Reporting Requirements	<i>As per TOR (Annex 1a) Draft Timeframe of the Services</i>
Location of work	<input type="checkbox"/> Exact Address as provided below <input checked="" type="checkbox"/> At Contractor’s Location
Expected duration of work	8 months after contract signing by both parties.
Target start date	March 2022
Latest completion date	November 2022
Travels Expected	As per Annex 1a – Terms of Reference (TOR)
Special Security Requirements	<input type="checkbox"/> Others <input checked="" type="checkbox"/> Not Required
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <input checked="" type="checkbox"/> N/A
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> 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

<sup>1</sup> 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.

Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars (USD) <input checked="" type="checkbox"/> Local Currency (AMD) (will be converted in accordance to UNORE)			
Value Added Tax on Price Proposal <sup>2</sup>	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes			
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input checked="" type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input 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			
Payment Terms <sup>3</sup>	Outputs	Percentage	Timing	Condition for Payment Release
	1. Inception report, including detailed workplan for the assignment and methodology, finalized based on comments and recommendations from the multi-stakeholder Project Management Team	10	1 month after contract signing	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.
	2. Strategic vision, goals and objectives	25	2 months after contract signing	
	3. Strategy, including concrete project/intervention/policy proposals, 1 <sup>st</sup> draft		3 months after contract signing	
	4. Action plan per each Strategy component	30	5 months after contract signing	
	5. Costing/budget planning estimate per each Strategy component		6 months after contract signing	
	6. SDG aligned M&E framework per each Strategy component		6 months after contract signing	

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

<sup>3</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

	7. Communication Plan		6 months after contract signing	
	8. Strategy, including concrete project/intervention/policy proposals, final draft	20	6 months after contract signing	
	9. Final Report	15	7 months after contract signing	
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Koloyan, Team leader, Innovation and SDG Finance portfolio;			
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Services			
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), where the minimum passing score of technical proposal is 70%.  <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	<b>Technical Proposal (70%)</b> <input checked="" type="checkbox"/> Expertise of the Firm ( <b>max score: 400</b> ), including: <ul style="list-style-type: none"><li>• Company should at least 5 years of experience in strategic planning processes (either for the company or the team leads), demonstrated by at least four strategic documents, have at least 5 years of professional experience in employment and social protection policy, analysis, planning, budgeting implementation, monitoring and evaluation, including definition of key performance indicators (<b>max score: 150</b>);</li><li>• solid knowledge of local legislation and policies; experience of labor market analysis; solid knowledge of international labor standards and methodology for their application in national policy making contexts; solid understanding and use of international labor statistics in their application in national contexts. (<b>max score: 150</b>);</li><li>• demonstrated experience in costing strategies and analysis of budgets and financing sources; demonstrated capacity to facilitate multi-stakeholder consultative processes; manage thematic working groups providing inputs for strategy; document all inputs and communicate with stakeholders during the process; demonstrated experience to analyze statistical data from diverse and complex international and national sources and ability to present them (<b>max score: 100</b>);</li></ul>			

	<p><input checked="" type="checkbox"/> Methodology, its Appropriateness to the Conditions and Implementation Plan (<b>max score: 250</b>), including:</p> <ul style="list-style-type: none"> <li>• Task implementation approach, including detailed description of implementation methods and milestones to carry out the proposed task; a detailed work plan with timelines for the Deliverables/Outputs (<b>max score: 250</b>)</li> </ul> <p><input checked="" type="checkbox"/> Qualification of Key Personnel (<b>max score: 350</b>), including:</p> <ul style="list-style-type: none"> <li>• <b>Key Expert 1: Team Leader – Expert in Labour Market or equivalent</b> as per Annex 1a, paragraph 7 (<b>max score: 150</b>);</li> <li>• <b>Key Expert 2: Strategy Development Expert</b> as per Annex 1a paragraph 7 (<b>max score: 100</b>);</li> <li>• <b>Key Expert 3: Researcher</b>, as per Annex 1a paragraph 7 (<b>max score: 100</b>);</li> </ul> <p><b>Financial Proposal (30%)</b> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Annexes to this RFP <sup>4</sup>	<input checked="" type="checkbox"/> Detailed TOR (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) <sup>5</sup> <input type="checkbox"/> Others <sup>6</sup>
Contact Person for Inquiries (Written inquiries only) <sup>7</sup>	<p>Procurement Unit, UNDP Armenia <a href="mailto:procurement.armenia@undp.org">procurement.armenia@undp.org</a></p> <p>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.</p>
Other Information [pls. specify]	

<sup>4</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>5</sup> 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.

<sup>6</sup> A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

<sup>7</sup> 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.

**“Accelerator #5. National Platform for Economic Empowerment of Women”  
UNDP**

**TERMS OF REFERENCE**

**Company to develop the Employment Strategy under the Comprehensive National  
Strategy on Labour and Social Protection of the Republic of Armenia**

**1. BACKGROUND:**

The Government has embarked on a number of reforms, including integrated social services reform, reform of disability assessment, inclusive education, deinstitutionalization, social service workforce development and professionalization, labour market activation, review of vulnerability scoring and cash benefits systems and others, which require a comprehensive and visionary approach in development, in line with international commitments, sustainable development agenda and the notion of leaving no one behind, especially post-crises.

The recently approved Government programme of 2021-2026 calls for evidence-based policy and strategic planning in all sectors of country’s development. Thus, MoLSA has embarked on the development of a comprehensive strategic framework in the form of a five-year labour and social protection strategy for Armenia aligned with national and international priorities, including the SDGs. As part of this strategy, more sectorial strategies will be developed, among which is **the Employment Strategy**.

The Employment strategy aims at comprehensively addressing interlinked problems in the labour and employment sector through human capital development.

The legal bases for the Employment strategy are the Government program 2021-2026 and the “Work Armenia” strategy.

According to the Government [program](#), priorities in the human capital development for the upcoming five years are:

- Strengthening the link between education and labour market
- Alleviation of the extreme poverty

Further, the document emphasizes the necessity to design a strategy for the labour and social affairs.

“Work Armenia” [strategy](#) sets the following priorities:

- Ensuring quality education through the engagement of the private sector in education and increasing the competitiveness of the youth
- Enhancing the quality of state-provided labour market services
- Enlarging the scope of the labour market
- Institutional modernization of the labour market policy-making processes

The strategy addresses the following targets:

- Ensuring smooth transition from education to labour market, job transitions and labour mobility
- Increasing labour productivity
- Reducing structural and cyclic unemployment
- Poverty alleviation through employment
- Ensuring equality and equity in the labour market
- Supporting job creation and encouraging labour demand

**2. SCOPE OF WORK**

UNDP in Armenia is looking to contract a Company to develop the Employment Strategy (hereinafter referred to as the Strategy) under the umbrella of the National Comprehensive Strategy on Labour and Social Protection of the Republic of Armenia.

The purpose of this assignment is to support MoLSA in the development of the Strategy, including conceptual and monitoring frameworks, in line with national and international commitments and requirements and in alignment with the Sustainable Development Goals.

Under the national ownership of the MoLSA, overall guidance of Innovation and SDG Finance” portfolio manager and direct supervision of ImpactAIM accelerator lead, the Company will be responsible for the development of the Strategy and in consultation with the group of technical experts from ILO and WB, as well as key stakeholders including employers’ and workers’ organizations. The task includes aligning the methodology with proposed innovative human-centred approach to be agreed upon and finalized after the selection of the Contractor is completed.

The following tasks should be completed against each component of the Strategy as specified in Section 5:

**Task 1. Develop the overall vision of the strategy,**

- Conduct a baseline assessment of the labour market, snapshot of existing issues and identification of development perspectives, identify future employment trends on local and global labour markets, model the future of work and human capital development to guide the actions under the Strategy;
- Empathize with stakeholders and beneficiaries and identify their latent needs; define the scope of the strategy such that it reflects systemic approach to addressing prioritized issues;
- Through stakeholder consultations and analysis of relevant strategic documents and international commitments, formulate the mission, general vision and strategic goals and objectives;

**Task 2. Conduct an assessment of the existing status of each component of the Strategy and explore international best practices/innovative intervention models and instruments**

- Collect and analyse employment and labour market-related data, including policies, plans and programmes, budgeting information and other relevant data related to the government’s current policy and instruments (might include desk research, consultations and/or impact assessment – methodology will vary from one component to another);
- Identify overlap or sweet spot among different stakeholders and beneficiaries, and pinpoint main risks of potential interventions by general mapping of the major programmes undertaken by the major stakeholders currently and during the recent 3 years
- Identify existing conceptual, implementation and investment gaps which need to be bridged to ensure successful operationalization of the Strategy.
- Identify, analyse and propose innovative and citizen-centric, effective and efficient policies, plans and programmes relevant to the Armenian context with particular focus on considerations related to gender, social inclusion, disability, and climate change.
- Summarize risks, opportunities and lessons learned from other countries and context where the above-mentioned tools and mechanisms have been deployed. Provide solid justification for selection of a specific international best practice/s.

**Task 3. Draft the Strategy and implementation model/action plan**

- Based on the findings from the analysis and stakeholder consultations, draft the Strategy document (including the Results Framework) in a manner that aligns with the Objectives of the National Comprehensive Strategy on Labour and Social Protection and explores the specific methods of achieving the targets set forth



- Organize presentation and discussions of the drafted document with the state and non-state stakeholders, ensure amendment of the draft document based on the feedback and comments
- Develop the Strategy implementation methodology and action plan to include the key responsible state and non-state agencies (and requirements for inter-agency cooperation), timelines and capacity building needs
- Develop the monitoring and evaluation framework, including performance and success indicators, with consideration of those outlined in the National Comprehensive Strategy on Labour and Social Protection. Ensure M&E framework alignment with the SDG targets and indicators, as applicable.
- Conduct costing of the Strategy implementation and produce the Financial Framework
- Develop a communication plan aimed at presentation of the Strategy to the wider public, as well as proactive outreach to target groups of potential beneficiaries of the Strategy and its component

#### **Task 4. Develop the final report**

- Based on the feedback received, develop a final report that documents: all steps of the Strategy development, summarizes the learning from analyses of the existing policies, suggests specific programmes, study of the international best practices, inputs from state and non-stakeholders, as well as lessons learnt and recommendations generated through the implementation of the assignment.

### **3. METHODOLOGY**

The drafting process of the strategy should correspond to the OECD/EU SIGMA strategic toolkit and national legislation.

The strategic development process should correspond to the national [legislation](#) and follow the logic of the OECD/EU SIGMA's [Strategy toolkit](#). It is expected that the selected company is open to a collective effort of fine-tuning the methodology, as it comes to design-thinking, human-centred design and future modelling (foresight).

Content-wise, the policy formulation process shall reflect and benefit from ILO's guide for the formulation of national employment which has been tested and utilised in a large number of countries.

Approach-wise, the proposed methodology should be non-linear, and in line with human-centric design principles, which should incorporate the following processes: Empathizing; Defining; Ideation; Prototyping; and Testing.

Final shaping, as well as the implementation of the methodology will be backed up by ILO, UNDP and World Bank experts. In addition, SDG Innovation Lab will provide resources and will support in the application of the right set of design thinking tools throughout the process.

Application of foresight (future-modelling methodology) in developing the employment strategy is an attempt to tackle the absence of a regular process applied for future orientation and validation of all current interventions and actions against future vision and goals. Foresight approach should be used in the designing the collective vision to which the strategy should be aimed. In doing so, the selected company (with UNDP's support and guidance) is expected to explore applicable foresight methodologies and conduct expert foresight consultations to collect intelligence. Horizon scanning

of global trends and technological foresight of market are among the instruments that will be given preference.

In addition, the specific expert support of WB and ILO will be outlined during the induction sessions jointly with the selected company, including the theme, modality and scope of participation. Such support might include, but not limited to: policy analysis (e.g. labour market – supply and demand; labour productivity), international experience (targeting and eligibility: social assistance vs. employment opportunities; unemployment insurance; emergencies as a cross cutting theme; employment promotion and job creation), quality oversight and assurance (overall M&E system), technical advice.

The outputs from the discussions between the Company, technical experts from international and local partners, and MoLSA shall be duly reflected in the final document.

#### **4. MODALITIES OF WORK**

The Company is expected to work under the leadership of the designated MoLSA representative and benefits from the technical guidance of the groups of experts. The contract is managed under the direct supervision of UNDP Armenia ImpactAIM accelerator lead in the frames of “Accelerator #5. National Platform for Economic Empowerment of Women” project and in close coordination with the assigned representative from the MoLSA. Representatives will be also assigned by the Ministry of Economy and Ministry of Education, Science, Culture and Sports.

Participatory approach to the analysis and development of each component of the Strategy as specified below in the Section 5 is mandatory. This assumes regular consultations with the state stakeholders, including but not limited to the Ministry of Education, Science, Culture and Sports and Ministry of Economy; as well as non-state actors, including but not limited to UNICEF, ILO, WB, private sector representatives, trade unions and chambers of commerce, civil society organizations active in the area of labour and social protection.

This assignment should be implemented as a derivable of the Government Programme 2021-2026 and the National Strategy on Labour and Social Protection 2022-2026 with high level of alignment with the principles set forth in those documents.

Consideration of and reference to respective international standards and norms, international commitments ratified by the Republic of Armenia, as well as SDG targets is a must.

Consideration of cross-cutting themes, such as gender, disability, climate change, and institutional development where applicable is a requirement to this assignment.

All deliverables should be produced in electronic formats in Armenian and in English languages (Inception report/RF/Strategy). Final deliverables shall be provided both in Armenian and in English, in word and pdf versions. The charts, graphs and maps shall be provided in editable format(s). All final deliverables should clearly define all data inputs and outputs, and deliverables should be developed to facilitate future identification and reporting and include all raw input and output data. References to all documents and materials used during the implementation of this assignment should be made available either in form of footnotes and/or annexes.

The Company will be expected to provide overall management of the task implementation, quality control/quality assurance, data organization, analysis of results and final reports with oversight, guidance, and input from the Project Coordinator and its partners. However, communication with

major state and non-state stakeholders will be coordinated by the assigned representative of MoLSA.

## 5. DRAFT TIMEFRAME OF THE SERVICES

The start date for the Services will be upon signing of the contract between the Contractor and UNDP Armenia. The Services are expected to be completed within **8 months** after contract signature according to the following tentative time schedule (March – November, 2022) (References are made to the Comprehensive Strategy on Labour and Social Protection Strategy).

	<b>Deliverable</b>	<b>Timeline</b>
1	Inception report, including detailed workplan for the assignment and methodology, finalized based on comments and recommendations from the multi-stakeholder Project Management Team	One month after contract signed
2	Strategic vision, goals and objectives	Two months after signing the contract
3	Strategy, including concrete project/intervention/policy proposals for the following: Prevention of unemployment, including Identification of problems in education-labour market transition (e.g., career education and guidance, policies for the first time labour market entrants, etc.), labour mobility and labour market transitions (geographical, job-to-job transitions, transitions within different sectors of economy, etc.) 1. Reduction of cyclical and structural unemployment, including through life-long learning and high productivity labour immigration, 2. Equitable employment opportunities for people in difficult life situations and special groups, including youth, women, socially vulnerable, the elderly, people with special needs and others, 3. Engagement of social partners in the development and implementation of employment promotion policies	1 <sup>st</sup> draft, with main policy directions – three months after contract signed Final document, with specific policy/project proposals – Six months after contract signed
4	Action plan	Five months after contract signed
5	Costing/budget planning	Six months after contract signed
6	M&E framework (disaggregated by age, gender, disability and geography as appropriate), including the baseline values and recommended targets	Six months after contract signed
7	Communication Plan outlining the details how the Labour Strategy should be made accessible to general public (media, format, frequency, responsible)	Six months after contract signed
8	Final report	Seven months after contract signed

## 6. QUALIFICATIONS OF THE COMPANY

The Company should demonstrate its capability and thorough understanding of the work to be carried out, as outlined in Terms of Reference, present clear methodology for implementing the task

and its ability to mobilize resources and the experts in order to successfully implement the works per Terms of Reference. The requirements for this contract are as follows:

- at least 5 years of experience in strategic planning processes (either for the company or the team leads), demonstrated by at least four strategic documents
- at least 5 years of professional experience in employment and social protection policy, analysis, planning, budgeting implementation, monitoring and evaluation, including definition of key performance indicators
- solid knowledge of local legislation and policies
- experience of labor market analysis
- solid knowledge of international labor standards and methodology for their application in national policy making contexts
- solid understanding and use of international labor statistics in their application in national contexts
- demonstrated experience in costing strategies and analysis of budgets and financing sources
- demonstrated capacity to facilitate multi-stakeholder consultative processes; manage thematic working groups providing inputs for strategy; document all inputs and communicate with stakeholders during the process
- demonstrated experience to analyze statistical data from diverse and complex international and national sources and ability to present them

Excellent drafting and report writing skills (as evidenced by at least three reports). Ability to present information in readily understandable forms.

*\* Reference list of the most recently implemented relevant projects needs to be submitted alongside the offer, including the contact details and statement/confirmation of organizations/clients on the success of similar complexity projects.*

## **7. MANAGEMENT STRUCTURE AND QUALIFICATIONS OF KEY PERSONNEL**

The Company should have a strong team of experts with international and local experience and proven professional capacities. All experts who have a crucial role in implementing the contract are referred to as key experts. The applicants shall submit CV's and statements of exclusivity and availability for the key experts. Other expert profiles (Non-Key) deemed relevant for the successful implementation of the project should be described and will be assessed in relation to the methodology and technical approach.

The tenderers are required to prepare a human resources deployment schedule illustrating the input, responsibilities and timing of all suggested experts.

The team of experts should as a minimum include the following roles:

### **Key Expert 1: Team Leader – Expert in Labour Market or equivalent (indicative duration: 60 days)**

#### *Qualifications and Skills*

- Advanced university degree in Public policy, Finance, Economics or other relevant disciplines
- Strong knowledge of the following sectors: employment and labour market, state benefit system, old-age pension system, including policy, legal and institutional frameworks, challenges and opportunities,
- Proven leadership skills, with track-record to lead a team of experts,
- Proven ability to work under pressure and handle multiple activities and tasks concurrently
- Excellent drafting, communications and presentation skills
- Fluency in English and Armenian is required

#### *Professional experience*

- At least 10 years of professional national or international experience in a relevant field

- Experience in working as a team leader/project management in at least 3 projects of similar scope and complexity
- Experience in development of analytical documents and reports in similar projects

#### **Key Expert 2: Strategy Development Expert (indicative duration: 50 days)**

##### *Qualifications and Skills*

- Advanced university degree in Social Science or other relevant disciplines
- Solid experience of strategy development with focus on national level
- Experience of application of various strategy development instruments and tools
- Experience of working with international organizations
- Excellent drafting, communications, presentation and teamwork skills
- Fluency in English and Armenian

##### *Professional experience*

- At least 7 years of professional experience in the relevant field
- Experience in development of analytical documents and reports

#### **Key Expert 3: Researcher (indicative duration: 100 days)**

##### *Qualifications and Skills*

- Advanced university degree in Social Science or other relevant disciplines
- Solid experience in research, data analysis
- Experience of working with international organizations
- Excellent drafting, communications, presentation and teamwork skills
- Fluency in English and Armenian

##### *Professional experience*

- At least 7 years of professional experience in the relevant field
- Experience in development of analytical documents and reports

#### **Short-term non-key experts**

The Company should provide other short-term experts as required according to the profiles identified in the Methodology. The pool of other consultants/experts (such as researchers, human-centred design experts, experts in gender, disability and climate change policy, expert on public finance, legal expert, etc.) should include a good mix experiences and know-how to complement the key consultants/experts in delivering on the tasks. Depending on selected areas for further research and analysis experts with relevant knowledge and experience can be involved. The consultants'/experts' profiles must indicate whether they are to be regarded as senior/junior so that it is clear which fee rate in the budget breakdown will apply to each profile.

It is expected that the Company will involve local consultants/experts with proven experience in similar assignments in Armenia. All consultants/experts must be independent and free from conflicts of interest in the responsibilities accorded to them. Note that civil servants and other staff of the public administration cannot be recruited as consultants/experts.

### **8. LEVEL OF EFFORTS OF THE KEY PERSONNEL**

Within their offers, Proposers are required to suggest consultants/experts (alongside with their CVs, highlighting relevant experience, against the general requirements for expertise).

### **9. FACILITIES TO BE PROVIDED BY THE COMPANY**

The Company must ensure that consultants/experts are adequately supported and equipped. In particular, it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable consultants/experts to concentrate on their primary responsibilities. The

Company should provide their own office equipment, including in particular IT equipment and any other equipment needed to perform the activities of the contract. The Company shall ensure translation of all necessary documents/reports and any interpretation required during the task implementation.

The Company is required to:

- Arrange and finance by own means all other services, documentation, logistical support, etc. which is deemed necessary for the successful implementation of the contract;
- Undertake the necessary security measure for the consultants' safety.

## 10. DELIVERABLES AND SCHEDULE OF PAYMENTS

Payment per each deliverable as referred to in ToR will be done after full clearance of the deliverables by the Project Management Team. Payment will be made in four instalments upon timely completion of respective deliverables.

Description of Deliverables	Payments
<b>Deliverable 1.</b> Inception report, including detailed workplan for the assignment and methodology with incorporated comments and recommendations from the Project Management.	10%
<b>Deliverable 2.</b> Strategic vision, goals and objectives	25%
<b>Deliverable 3.</b> Strategy, including concrete project/intervention/policy proposals, 1 <sup>st</sup> draft	
<b>Deliverable 4.</b> Action plan per each Strategy component	30%
<b>Deliverable 5.</b> Costing/budget planning estimate per each Strategy component	
<b>Deliverable 6.</b> SDG aligned M&E framework per each Strategy component	
<b>Deliverable 7.</b> Communication Plan	
<b>Deliverable 8.</b> Strategy, including concrete project/intervention/policy proposals, final draft	20%
<b>Deliverable 9.</b> Final Report	15%

## **Annex 2 - FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>8</sup>**

***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>9</sup>)***

[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 or 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, contract references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, 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.*

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<sup>8</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>9</sup> 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 experts, etc.;
- b) CVs demonstrating qualifications must be submitted; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

**D. Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1	Inception report, including detailed workplan for the assignment and methodology, finalized based on comments and recommendations from the multi-stakeholder Project Management Team	10%	
2	Strategic vision, goals and objectives	25%	
3	Strategy, including concrete project/intervention/policy proposals, 1 <sup>st</sup> draft		
4	Action plan per each Strategy component		
5	Costing/budget planning estimate per each Strategy component	30%	
6	SDG aligned M&E framework per each Strategy component		
7	Communication Plan		
8	Strategy, including concrete project/intervention/policy proposals, final draft	20%	
9	Final Report	15%	
	<b>Total</b>	<b>100%</b>	

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

**E. Cost Breakdown by Cost Component [This is only an Example]:**

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Key Expert 1				
b. Key Expert 2				
c. Key Expert 3				
d. Expert 3				
e. Expert 4				
f. ...				
2. Services from Field Offices				
a. Key Expert 1				
b. Key Expert 2				



c. Expert 3				
d. Expert 4				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				
<b>TOTAL</b>				

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



*Empowered lives.  
Resilient nations.*

## **Annex 3- UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES**

**(attached separately)**