



REQUEST FOR PROPOSAL (RFP)

TO: ALL POTENTIAL VENDORS	DATE: September 25, 2019
	REFERENCE: RFP/2019/022 - CSC

Dear Sir / Madam:

We kindly request you to submit your Proposal **to provide proposals and recommendations** for improving the core structure and organization of the Government based on analyses of the functioning of the public administration system of the Government of Mongolia and related laws and procedures.

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

Proposals must be submitted in the online e-tendering system on or before 11:00a.m, 16 October 2019 in the following link: <https://etendering.partneragencies.org> using your username and password. If you have not registered in the system before, you can register now by logging in using:

Username: event.guest

Password: why2change

You may visit below link to access e-tendering user manual and videos, which will be helpful in registration and submission of proposal on e-Tendering portal: <http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/>.

Your Proposal must be expressed in the English language, 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)
9/25/2019

Description of Requirements

Context of the Requirement	<p>Project description: In line with the ideas in the Constitution, the Law on the Government (1993) and the Law on Civil Service (1994) were adopted to establish organizations of the public administration system, to define their operating principles, structure and functions, and to form a professionalized civil service.</p> <p>The Parliament of Mongolia adopted the “State Policy on Reforming Government Processes and the General State Structure” in 1996 (resolution No.38). The main purpose of this reform was to create a public administration system and organization conducive to market relationships, to separate functions for policy making from implementation, to transform ministries into a compact structure with a focus on policies and planning, and to create agency structures with regulatory and implementation functions. However, in the last 23 years, no comprehensive assessment has been made with regard to its implementation.</p> <p>The structure and organization of the central government ministries and agencies changed as new governments formed. Under different governments there were widespread changes such as the partitioning, merging, creation, dissolution, and changing of names of ministries as well as amending the agency affiliations. However, little justification has been provided for undertaking such changes. Economic studies and functional analysis have not been undertaken, and other studies on the ways to improve inter-sectoral coordination, on attaining proposals from central and local government organizations and on reducing the budgetary burden have not been commissioned. Numerous attempts have been made by the Government, international and non-governmental organizations to improve the structure and organization of the central and local public administration organizations, with no significant outcomes.</p>
Implementing Partner of UNDP	Civil Service Council of Mongolia
Brief Description of the Required Services ¹	The aim of this study is to provide proposals and recommendations for improving the core structure and organization of the Government based on analyses of the functioning of the public administration system of the Government of Mongolia and related laws and procedures. The detailed Terms of Reference (TOR) attached as Annex 4.
Pre-bid meeting	14:00, 2 Oct 2019 at UN House, UN meeting room

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.

List and Description of Expected Outputs to be Delivered	<p>Undertake a review of the implementation of Resolution No. 38 of 1996 of the State Great Hural "State Policy on Reforming Government Processes and the General State Structure". Provide analysis of its main results and findings, focusing on the following assessments:</p> <ol style="list-style-type: none"> 1. Effectiveness of government policy making functions <ul style="list-style-type: none"> • Draw conclusions as to whether or not ministries have appropriately focused on their policy functions based on the major decisions and activities implemented by each ministry; • Draw conclusions on how conducive the structure and organization established since 1996 was for inter-sectoral coordination; • Conduct legal analyses of powers of ministers and functions of ministries; • Comparative study of theories and practices of structures and functions of ministries; 2. Impacts of agencification of government functions <ul style="list-style-type: none"> • Review the regulatory functions of the state including the distribution of regulatory functions between government agencies and state organizations; identify whether the current functions of government regulatory agencies are of a regulatory nature. • Analysis of whether the current structure of government implementing agencies is supportive of policy implementation; linkage and coordination between policy and planning ministries and implementing agencies. • Comparative study theories and practices of agencification of government functions. 3. Provide overview of the implementation of laws and regulations which assign powers and functions of ministries and agencies, including the Law on the Legal Status of the Ministry (2004) and the Law on the Legal Status of Government Agency (2004) and conduct legal analysis of linkages between laws. 4. Conduct empirical study when and if necessary. 5. Make presentations on the findings of the study at discussions, meetings and seminars organized by the State Great Hural and the Government. 6. Provide a report, compiling the findings of the analyses, lessons learned from the system and functioning of public administration in the last thirty years, assessment of the current situation and defining future directions.
Person to Supervise the Work/Performance of the Service Provider	<i>National Project Manager and Senior Technical Adviser of the Civil Service Project</i>
Frequency of Reporting	<i>Provide weekly updates</i>
Location of work	X at Contractor's Location
Expected duration of work	8 months
Target start date	October 2019
Latest completion date	June 2020
Travels Expected	n/a

Special Security Requirements	n/a			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	n/a			
Implementation Schedule indicating breakdown and timing of activities/sub-activities	X Required			
Names and curriculum vitae of individuals who will be involved in completing the services	X Required			
Currency of Proposal	X Local currency - MNT			
Value Added Tax on Price Proposal ²	X Must be inclusive of VAT and other applicable indirect taxes			
Validity Period of Proposals (Counting for the last day of submission of quotes)	X 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	X Not permitted			
Payment Terms ³	Installments	Deliverables	Target date	Condition for Payment Release
	1. 25% of the total fee	Upon submission and acceptance of the inception report along with a detailed methodology and work plan, one month after the signing of the contract.	By 1 December 2019	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. 25% of the total fee	Upon submission and acceptance of the interim report along with the findings from the comparative study of public administration system and the context of Mongolia.	By 15 January 2020	

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

³ 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.

	3. 25% of the total fee	Upon submission and acceptance of the draft final report, detailed analyses of the functioning of government ministries and agencies.	By 1 March 2020	
	4. 25% of the total fee	Upon submission and acceptance of the final report, along with proposals and recommendations for improving the core structure and a draft organigram of the general structure of the Government.	By 30 June 2020	
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Programme Analyst, UNDP			
Type of Contract to be Signed	X Purchase Order X Contract for Professional Services			
Criteria for Contract Award	<div>X Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) When the Data Sheet specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</div> <div><div><div><u>Rating the Technical Proposal (TP):</u> TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100 <u>Rating the Financial Proposal (FP):</u> FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100 <u>Total Combined Score:</u> (TP Rating) x (Weight of TP, e.g. 70%) <div>+ (FP Rating) x (Weight of FP, e.g., 30%)</div></div><div>Total Combined and Final Rating of the Proposal</div></div></div> <div>X Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of</div>			

	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	<p><u>Technical Proposal (70%)</u></p> <p>X Expertise/experience of the Firm 20p</p> <p>X Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40p</p> <p>X Management Structure and Qualification of Key Personnel 40p</p> <p><u>Financial Proposal (30%)</u></p> <p>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:	X One and only one Service Provider
Annexes to this RFP ⁴	<p>X Form for Submission of Proposal (Annex 2)</p> <p>X General Terms and Conditions / Special Conditions (Annex 3)⁵</p> <p>X Detailed TOR (Annex 4)</p>
Contact Person for Inquiries (Written inquiries only) ⁶	<p><i>Procurement Officer</i></p> <p>bids.mn@undp.org</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]	

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

⁵ 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.

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;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, Special permit licenses, certifications, accreditations etc.*
- c) *Latest Audited Financial Statement for the last 3 years– 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:

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

- Approach and methodology;
- Work plan and schedule;
- Quality assurance mechanisms;
- Risk and risk mitigation measures

C. Qualifications of Key Personnel

The contracted firm/institution will be responsible for the recruitment of all staff required to undertake this assessment and submit all the deliverables as per this TOR. Recruitment must ensure that the implementing team is competent. In addition to other positions, the Team must have the following key persons:

Team Leader

- At least 15 years' of extensive experience in undertaking analysis of policies and programmes, and legal studies
- Excellent knowledge of the governance, public administration and civil service context of Mongolia
- Proven experience in managing a research team
- Excellent report writing skills
- Knowledge of English

Legal expert

- Advanced degree in law
- At least 10 years of work experience in public administration, administrative law or research organization
- Experience of conducting legal analyses
- Excellent report writing skills
- Knowledge of English

Public administration expert

- Advanced degree in public administration and management
- At least 10 years of work experience in a government organization
- Experience of conducting research in the area of administration
- Excellent report writing skills
- Knowledge of English

Economist

- Advanced degree in Economics
- At least 10 years of work experience in economic analysis of public policies and programmes, macroeconomic and fiscal policies
- Experience of conducting economic studies
- Excellent report writing skills
- Knowledge of English

The Service provide shall submit:

- a) Names and qualifications of the 4 key personnel that will perform the services indicating who is Team Leader, Legal expert, Public Administration expert and Economist;
- b) CVs demonstrating qualifications of the 4 key personnel must be submitted; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract indicating person/months the experts will each work.;

D. **Cost Breakdown per Deliverable***

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1	25%	
2	Deliverable 2	25%	
3	Deliverable 3	25%	
4	Deliverable 4	25%	
	Total	100%	

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

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

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
Team leader				
Legal expert				
Public Administration expert				
Economist				
II. 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)

Project title:	“Towards a Professional and Citizen-Centered Civil Service in Mongolia”
Title of the assignment:	Conduct policy analysis of the main directions of activities and the general structure of the Government
Type of contract:	Contract for Professional Services
Contract duration	8 months starting from October 2019

A. Project Description:

In line with the ideas in the Constitution, the Law on the Government (1993) and the Law on Civil Service (1994) were adopted to establish organizations of the public administration system, to define their operating principles, structure and functions, and to form a professionalized civil service.

The Parliament of Mongolia adopted the “State Policy on Reforming Government Processes and the General State Structure” in 1996 (resolution No.38). The main purpose of this reform was to create a public administration system and organization conducive to market relationships, to separate functions for policy making from implementation, to transform ministries into a compact structure with a focus on policies and planning, and to create agency structures with regulatory and implementation functions. However, in the last 23 years, no comprehensive assessment has been made with regard to its implementation.

The structure and organization of the central government ministries and agencies changed as new governments formed. Under different governments there were widespread changes such as the partitioning, merging, creation, dissolution, and changing of names of ministries as well as amending the agency affiliations. However, little justification has been provided for undertaking such changes. Economic studies and functional analysis have not been undertaken, and other studies on the ways to improve inter-sectoral coordination, on attaining proposals from central and local government organizations and on reducing the budgetary burden have not been commissioned. Numerous attempts have been made by the Government, international and non-governmental organizations to improve the structure and organization of the central and local public administration organizations, with no significant outcomes.

The aim of this study is to provide proposals and recommendations for improving the core structure and organization of the Government based on analyses of the functioning of the public administration system of the Government of Mongolia and related laws and procedures.

B. Scope of work

Undertake a review of the implementation of Resolution No. 38 of 1996 of the State Great Hural “State Policy on Reforming Government Processes and the General State Structure”. Provide analysis of its main results and findings, focusing on the following assessments:

1. Effectiveness of government policy making functions

- Draw conclusions as to whether or not ministries have appropriately focused on their policy functions based on the major decisions and activities implemented by each ministry;
- Draw conclusions on how conducive the structure and organization established since 1996 was for inter-sectoral coordination;
- Conduct legal analyses of powers of ministers and functions of ministries;
- Comparative study of theories and practices of structures and functions of ministries;

2. Impacts of agencification of government functions

- Review the regulatory functions of the state including the distribution of regulatory functions between government agencies and state organizations; identify whether the current functions of government regulatory agencies are of a regulatory nature.
- Analysis of whether the current structure of government implementing agencies is supportive of policy implementation; linkage and coordination between policy and planning ministries and implementing agencies.
- Comparative study theories and practices of agencification of government functions.

3. Provide overview of the implementation of laws and regulations which assign powers and functions of ministries and agencies, including the Law on the Legal Status of the Ministry (2004) and the Law on the Legal Status of Government Agency (2004) and conduct legal analysis of linkages between laws.

4. Conduct empirical study when and if necessary.

5. Make presentations on the findings of the study at discussions, meetings and seminars organized by the State Great Hural and the Government.

6. Provide a report, compiling the findings of the analyses, lessons learned from the system and functioning of public administration in the last thirty years, assessment of the current situation and defining future directions.

C. Qualifications and requirements for the contractor

(1) Requirements for the contractor:

- Be a legal entity (research institution, NGO, consulting company, etc.)
- Have proven experience in conducting similar research in the area of legal studies, public administration and civil service.

(2) Qualifications and requirements for individuals:

The contracted firm/institution will be responsible for the recruitment of all staff required to undertake this assessment and submit all the deliverables as per this TOR. Recruitment must ensure that the implementing team is competent. In addition to other positions, the Team must have the following key persons:

Team Leader

- At least 15 years' of extensive experience in undertaking analysis of policies and programmes, and legal studies
- Excellent knowledge of the governance, public administration and civil service context of Mongolia
- Proven experience in managing a research team
- Excellent report writing skills
- Knowledge of English

Legal expert

- Advanced degree in law
- At least 10 years of work experience in public administration, administrative law or research organization
- Experience of conducting legal analyses
- Excellent report writing skills
- Knowledge of English

Public administration expert

- Advanced degree in public administration and management
- At least 10 years of work experience in a government organization
- Experience of conducting research in the area of administration
- Excellent report writing skills
- Knowledge of English

Economist

- Advanced degree in Economics
- At least 10 years of work experience in economic analysis of public policies and programmes, macroeconomic and fiscal policies
- Experience of conducting economic studies
- Excellent report writing skills
- Knowledge of English

D. Expected Deliverables and Payment Schedule

Payment installments	Deliverables	Target due dates
5. 25% of the total fee	Upon submission and acceptance of the inception report along with a detailed methodology and work plan, one month after the signing of the contract.	By 1 December 2019
6. 25% of the total fee	Upon submission and acceptance of the interim report along with the findings from the comparative study of public administration system and the context of Mongolia.	By 15 January 2020
7. 25% of the total fee	Upon submission and acceptance of the draft final report, detailed analyses of the functioning of government ministries and agencies.	By 1 March 2020
8. 25% of the total fee	Upon submission and acceptance of the final report, along with proposals and recommendations for improving the core structure and a draft organigram of the general structure of the Government.	By 30 June 2020

E. Institutional Arrangement

The study will be carried out by a legal entity (NGO, research or academic institution, company). The contractor research institution/firm will conduct activities within the scope of work and prepare deliverables as specified above in this TOR. The contractor will be allowed to subcontract and engage the services of other entities in order to access the complex skill set required.

The Project Implementation Unit will provide support, guidance and oversight on the conduct of the assessment exercise.

F. Criteria for Selection of the Best Offer

Selection criteria is the Combined Scoring method – where the qualifications will be weighted a maximum of 70%, and combined with the price offer which will be weighted a max of 30%. Scores of the technical qualification are:

Technical Proposal (70%)

- ☒ Expertise and relevant experience of the firm 20%
- ☒ Appropriateness of the methodology its and quality assurance 40%
- ☒ Qualifications of Key Personnel 40%

Financial Proposal (30%)

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.