



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

TO INTERESTED VENDORS/COMPANIES	Date: 10 February 2020
	REFERENCE: UNDP-BMS-LO-RFP-2020-006

Dear Sir / Madam:

We kindly request you to submit your **Proposal for Services to conduct a review of UNDP's Legal Function.**

Please be guided by the form attached hereto as Annex 3, in preparing your Proposal.

Proposals must be submitted on or before the deadline indicated by UNDP in the eTendering system. Bids must be submitted in the online eTendering system 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 the below credentials and follow the registration steps as specified in the system user guide.

Username: event.guest

Password: why2change

Your Proposal must be expressed in **English** language and valid for a minimum period of **90 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. In submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

The Technical Proposal and Financial Proposal files **MUST BE COMPLETELY SEPARATE** and sent separately and clearly marked as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL," as appropriate. Each document shall include the Proposer's name and address.

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 indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

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: <https://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html>

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/unsc/condict_en_glish.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ali Tashim Jumah
Chief, Central Procurement Unit, New York

Annex 1
Description of Requirements

Context of the Requirement	Services to conduct a review of the UNDP Legal Function
Implementing Partner of UNDP	Not applicable
Brief Description of the Required Services	UNDP requires consultancy services to undertake a comprehensive review of the core legal function, to provide recommendations on an optimal organizational arrangement, elements of a legal and a detailed implementation plan. More details are available in the Terms of Reference (TOR) in Annex 2.
List and Description of Expected Outputs to be Delivered	As detailed in the Terms of Reference in Annex 2.
Person to Supervise the Work/Performance of the Service Provider	<ol style="list-style-type: none"> 1. <i>Director Bureau for Management Services</i> 2. <i>Chief Legal Officer (CLO)</i>
Frequency of Reporting	<i>Bi-weekly based on planning of assignment</i>
Progress Reporting Requirements	As per the Terms of Reference in Annex 2.
Location of work	<input checked="" type="checkbox"/> At Contractor's Location and UNDP HQ office <input checked="" type="checkbox"/> Exact Address/es UNDP HQ, 1 UN Plaza, NY 10017, NY
Expected duration of work	3 months from date of signature.
Target start date	1 April 2020
Latest completion date	June/July 2020
Travels Expected	To UNDP HQ in New York. Please refer to TOR in Annex 2.
Special Security Requirements	Not applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> New York Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro

Value Added Tax on Price Proposal	<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 (Counting for the last day of submission of quotes)	<input type="checkbox"/> 60 days <input checked="" 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 <input type="checkbox"/> Permitted
Payment Terms ¹	Refer to the terms of Reference (Annex 2)
Person(s) to review/inspect/ approve outputs/completed services and authorize the Disbursement of payment	Director Bureau for Management 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) <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	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Expertise of the Proposing Entity (Form 1): 15% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan (Form 2): 25% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel (Form 3): 30% <u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal's offer (Form 4) to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP

¹ 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.

	In addition to companies, individuals or team of individuals are encouraged to submit an offer. UNDP will discuss appropriate contracting arrangements with the selected entity, if this happens.
Contract General Terms and Conditions ²	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimi contracts (services only, less than \$50,000) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP ³	<input checked="" type="checkbox"/> Detailed TOR in Annex 2 <input checked="" type="checkbox"/> Form for Submission of Proposal in Annex 3
Contact Person for Inquiries (Written inquiries only) ⁴	Suzy Azafrani Benoliel Central Procurement Unit (CPU), New York cpu.bids@undp.org
Other Information [pls. specify]	Requests for clarifications shall be submitted to UNDP by email to cpu.bids@undp.org until one week before submission deadline. Answers to clarifications will be uploaded to the Procurement Notices Website and on the e-tendering platform. 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.
eTendering submission	Electronic submission through eTendering shall be governed as follows: <ul style="list-style-type: none"> - Electronic files that form part of the proposal must be in PDF format; - The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. - The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. - Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: eTendering guide

² 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.

³ Where the information is available in the web, a URL for the information may simply be provided.

⁴ 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.

TECHNICAL EVALUATION CRITERIA**Summary**

Mandatory requirements		PASS/FAIL
1.	Minimum of 2 contracts/engagements of similar value, nature and complexity implemented over the last 5 years.	
3.	Completeness of Proposal without material deficiencies in submission documents	
4.	Acceptance of UNDP General Terms and Conditions	

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of the proposing entity	15
2.	Approach Methodology, Its Appropriateness to the Requirements and Timeliness of Execution	25
3.	Qualification of Key Personnel and skill sets	30
	Total	70

Technical Proposal Evaluation Form 1		Points Obtainable
Expertise of the Firm/Organizations		
	<ul style="list-style-type: none"> - Experience of the entity in providing services of similar value, nature and complexity implemented over the last 5 years (10 points). - Proven ability of the proposing entity to deliver successfully with relevant client reference (5 points). <p>[Where an individual or team of individual is the proposing entity, they should provide details and highlight how their previous services or assignments undertaken meet the above criteria.]</p>	
Total 1		15

Technical Proposal Evaluation Form 2		Points Obtainable
Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan		
	<ul style="list-style-type: none"> - Understanding of the requirements in respect to the important aspects and completeness of the envisaged task (10 points). - Approach and methodology for meeting or exceeding the requirements in the Terms of Reference and how it will deliver the outputs (10 points). - Time plan and reporting (5 points). 	
Total 2		25

Technical Proposal Evaluation Form 3		Points Obtainable
Management Structure and Qualification of Key Personnel		
3.1	Team Member(s)	
	<p>The proposed team will be cumulatively assessed on the following attributes.</p> <ul style="list-style-type: none"> - Experience in Legal processes and structures from the public sector or international organizations; - Experience with implementation of Legal frameworks including privileges and immunities as well as the effective implementation of the international and national, public, private, procedural and administrative law; - Understanding of the legal framework for public financial management and budget systems; - Knowledge of legal digital platforms and best practices in implementation of enabling technologies. <p>UNDP expects a Team Leader with inputs from other specialist(s) as necessary limited to total team of 3 (including the TL).</p>	
	Total 3	30

ANNEX 2



Terms of Reference UNDP Legal Function Review

February 2020

1. Background

UNDP's Strategic Plan 2018-2021 outlines an ambitious transformation through which the organization will: strengthen its relevance as a trusted partner in a complex and evolving development landscape, strongly committed to its mandate to eradicate poverty; be more nimble, innovative and enterprising – a thought leader that succeeds in taking and managing risks; and be more effective and efficient in utilizing resources to deliver results.

Organizational change efforts were undertaken to achieve the above objectives, focusing on the core functions of policy and programme support, external relations and management services. The Bureau of Management Service's (BMS) review was launched in 2018 with the objective of ensuring that corporate strategies, policies, tools and systems across key cross-cutting management areas are well integrated and fit for purpose. As part of this work, UNDP will undertake a Legal Review to ensure that UNDP's legal function is optimally structured and resourced to support the creation and delivery of value to UNDP business units and partners.

The UNDP Legal Office (LO) is part of BMS and provides legal advice to the Administrator and all UNDP business units. The LO ensures that UNDP, UNCDF and UN Volunteers perform their mandates on a firm legal basis in accordance with the principles of the UN Charter, the regulations approved by the Executive Board and the rules and policies promulgated by or under the authority of the Administrator.

The Legal Office consists of two Practices, which provide advice and assistance on a range of legal matters relating to the UNDP's operations, programming and administration.

The Administrative Law Practice Group (AL) is responsible for:

- Providing legal advice to senior management of UNDP, UNCDF and UN Volunteers on legal issues concerning staff members and UN volunteers, including: their status, conduct, rights and obligations, privileges and immunities, the formulation and interpretation of rules, policies, and procedures, and the resolution of claims;
- Providing authoritative interpretations of the Staff Regulations, Rules and other administrative issuances and policies, as they apply to staff members;
- Advising and providing representation in cases within the internal justice system, preparing draft responses to requests for management evaluation, and preparing legal submissions and appearing

before the UN Dispute Tribunal;

- Reviewing reports of alleged misconduct and providing recommendations to senior management regarding disciplinary matters;
- Serving as the custodian of the UNDP Legal Framework for addressing Non-Compliance with UN Standards of Conduct;
- Ensuring staff members' compliance with private legal obligations;
- Handling recovery actions; and
- Representing the UNDP on UN System task forces and working groups established to deal with broader policy issues such as sexual exploitation, harassment, and the internal justice system.

The Corporate and Institutional Law Practice Group (C&I) is responsible for:

- Advising on matters relating to the legal status of UNDP, UNCDF and UN Volunteers including privileges and immunities, host country arrangements, and other institutional matters and providing advice on the interpretation of resolutions and decisions of the General Assembly, ECOSOC and the Executive Board;
- Serving as the custodian of, negotiating and providing advice on the Standard Basic Assistance Agreement (SBAA) and the Standard Basic Executing Agency /Implementing Partner Agreement (SBEAA or SBIPA);
- Advising on commercial contracts, procurement, leases, premises, banking, inter-agency arrangements, the interpretation of the Financial Regulations and Rules, maintaining and advising on the General Conditions of Contract, and advising issues related to non-staff personnel;
- Providing advice on legal aspects of programming, operational arrangements and related policies;
- Supporting UN coordination and harmonization through undg processes, including Multi-Partner Trust Fund Arrangements;
- Supporting strategic partnerships with governments, non-governmental organizations, intergovernmental organizations, UN bodies and the private sector;
- Providing legal advice and support to UNDP's operational engagement with the Global Fund to Fight AIDS, Tuberculosis, and Malaria, the Green Climate Fund and the Global Environmental Facility;
- Defending and resolving commercial claims; and
- Reviewing and clearing non-standard financing agreements, updating standard financing templates for different categories of donors and situations, developing and supporting the negotiation of framework agreements and standard templates with specific donors.

UNDP requires consultancy services to undertake a comprehensive review of the core legal function, to provide recommendations on an optimal organizational arrangement, elements of a legal strategy, and an implementation plan. While the recommendations should consider current available data and previous management reviews of BMS, it should be anchored to global and current best practices, including in other UN Organizations, and where necessary strengthen through new data analysis.

2. Objective

The overall objective of the consultancy is to seek transformational change to the UNDP legal function and subsequent delivery of legal services to UNDP and its partners in line with the objectives of the Strategic Plan 2018-2021.

The recommendations will be based on a comprehensive review of the legal function bearing in mind the UN Reform Agenda, the integrated BMS service delivery model, emerging business needs, and lessons learned from efforts to improve UNDP's business model. The legal function should be analyzed from a strategic, organization-wide perspective, recognizing legal as an important management function with a focus on enabling effective programme formulation and delivery by helping provide integrated management solutions for UNDP internal and external clients, including identifying legal risks and suggesting measures for their mitigation.

The review will be forward-looking, collaborative, research-based and data driven, firmly establishing a future state of legal with clear recommendations on the alignment of UNDP legal policy, support and oversight functions.

On this background the review will be underpinned by:

- (a) The vision of the Strategic Plan 2018-2021 in which UNDP aims to strengthen its relevance as a trusted partner in a complex and evolving development landscape; be more nimble, innovative and enterprising – a thought leader that succeeds in taking and managing risks; and be more effective and efficient in utilizing resources to deliver results;
- (b) A vision of UNDP as the operational backbone for the UN system, and BMS as a critical actor for achievement of the Strategic Plan 2018-2021;
- (c) UNDP's digital transformation efforts as articulated in the [UNDP Digital Strategy](#). Specifically, designing and building on the roadmap for UNDP's legal digitalization journey, looking to digital solutions to provide a step-change in UNDPs legal abilities (e.g. case management and tracking system, repositories of SBAA, standard financing agreements and standard templates with donors);
- (d) Recognition of the organization's decision to promote clustering of services at the UNDP's Global Shared Service Centre (GSSC) in (Kuala Lumpur, Malaysia) and (Copenhagen, Denmark), supported by the Regional Hubs, based on efficiency, effectiveness and cost reduction principles and practice;
- (e) Alignment, where possible, with the Finance and Human Resources functions and structures in the differentiation between HQ corporate and transactional functions, while ensuring any specifics that relate to the legal function;
- (f) 2018 McKinsey Review Management services review, analysis on cost recovery, staff capacity and out-posting to regional hubs;
- (g) Results and recommendations emanating from the Mid-Term review of UNDP's Strategic Plan

2018-2021;

- (h) Corporate business strategies including the Private Sector Strategy, Innovation Strategy, and People Strategy 2030.

3. Approach & Outputs

The scope and methodology of the review will include the establishment of a brief benchmark of previous reviews and recommendations, the conducting of a robust set of quantitative data analysis and qualitative consultations, and the modeling of a holistic legal function framework.

The main tasks will include:

Stage 1: Reference recommendations and findings:

- Establish a benchmark of recommendations and findings of previous reviews including the on-going BMS Review, 2018 McKinsey Review, and findings from the other ongoing corporate reviews (programme and policy support, external relations);
- Analyze new data and metrics on case volume and its spread/distribution within UNDP units and by legal practice;
- Review with an aim to improve current legal instruments, processes, and how the Legal Office and its teams are incorporated, structured and staffed, and interact with the Organization's other business units;
- Review the relation between the different reporting line to BMS Director and advisory role to the Administrator and/or Associate Administrator on legal issues with corporate implications and whether the separation makes sense considering the need to avoid conflicts of interest and ensure segregation of duties, and accords with best practice;
- Integrate the above results into a proposed redesign of UNDP's global legal function, including the reshaping of UNDP's legal capacities and organisational arrangements, to ensure operational efficiencies and industry best practices.

Stage 2: Consultations:

Conduct consultations with the following stakeholders:

- Legal functional teams from the two practices including:
 - Chief Legal Officer and Director of the Legal Office
 - Administrative Law Senior Legal Advisor
 - Corporate & Institutional Law Senior Legal Advisor
- Other internal BMS stakeholders including:
 - Office of Finance and Resource Mobilization (OFRM);

- Global Shared Service Centre (GSSU);
- Office of Information and Management Technology (OIMT);
- Office of Human Resources (OHR).
- Other UNDP (external to BMS) stakeholders including:
 - Regional Bureau counterparts including Country Offices;
 - Regional Centers;
 - Central Bureau counterparts;
 - Other relevant HQ Units e.g. Office of Audit and Investigations
- Other UN funds and programmes and specialized agencies and the UN Secretariat for the purposes of benchmarking and to ensure that clients receiving support from UNDP also inform the future directions of the legal function.

Stage 3: Re-design & Implementation Plan:

- Working closely with the BMS Director (also the Chief Legal Officer (CLO)), to prepare options or scenarios for re-calibration of the existing support and oversight structures and upon final agreement, prepare an implementation plan in alignment with the overall BMS implementation plan 2020 onwards:
 - Deliver options or scenarios for re-organization of legal services, capacities and structures, including clear scope and mandate of individual components utilizing the framework noted in Annex 1;
 - Deliver clear recommendations on enabling technology as part of a legal digitalization roadmap with corresponding budget;
 - Overview of budget and resources required to deliver the revised legal function and structure;
 - Elements of a new legal strategy (building on the existing draft).

3.1. Overview of deliverables (April to June 2020)

Outputs		Est. Time frame	Lead and supporting team
1.	Inception plan with clear outline of review methodology	1 week	BMS Directorate (CLO).
2.	Baseline review of recommendations and findings of previous and on-going BMS reviews. Initiate systematic consultations with team of lawyers from two practices.	1 week	Inputs from Legal Office.

3.	Analyze new data and metrics on case volume and its spread/distribution within UNDP units and by legal practice;	2 weeks	Spend and Oversight Data from Legal Office.
4.	Conduct systematic consultations with all internal BMS stakeholders, and external Bureau counterparts, and external UN specialized agency/programme/fund clients and peers on the legal functions	2 weeks	Inputs from internal BMS stakeholders, Bureau counterparts and legal functions. External counterparts.
5.	Deliver detailed options or scenarios for reorganization of legal support function	4 weeks	Guidance and inputs from BMS Directorate, and Legal Office.
6.	Prepare an implementation and resource plan in alignment with the BMS implementation plan 2020	2 weeks	Guidance and inputs from BMS Directorate, and Legal Office.

Annex 1. Lenses through which to analyze Legal function

Lenses	Description	Elements
Performance	Converting inputs to productive use	Effectiveness: degree to which UNDP legal function can achieve its objectives and mandate.
		Efficiency: cost effectiveness of UNDP legal delivering its outputs.
Stability	Seek resolution to problems and remove	Institutionalization: extent to which UNDP legal can ensure performance standards are developed and maintained over time.
		Risk Mitigation: ability of UNDP legal to design and implement proper risk identification, analysis and management strategies

	barriers	
Adaptability	Adapt to changing realities and demands	Investment for Innovation: degree to which UNDP legal seek leading-edge changes to policies, processes, practices and behavior that will lead to better sustainable performance.
		Continuous Improvement: extent of UNDP legal ability to continuously adapt to new needs, standards, and environments.

4. Approach & Outputs

a) Duration of Work

The services are required with some urgency. The expected duration of the work will be 3 months with an expected start date of 1 April 2020. Full completion of the outputs must occur by June/July 2020.

b) Location of the Work

It is envisaged that the outputs will be produced via time resident at UNDP's Headquarters in NY, and subsequent analysis and drafting at the contractor's place of work, followed by further work at UNDP. The specific work schedule including days required and location will be proposed by the contractor. UNDP will provide a working space for the contractor within its premises. UNDP will ensure that the contractor has access to the requisite staff, data, and meetings as required.

As the legal team is mostly located in New York, it is expected that interactions with the teams can be through face-to face meeting complemented by virtual communication. Consultations with stakeholders in other locations will be through virtual communication.

While not anticipated, but if deemed necessary, and as approved by UNDP, the selected consultant(s)/entity may be required to travel another UNDP location(s). The cost estimates for these mission(s) shall not be included in the bidder's financial proposal submitted at this time. If these missions are approved and requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and the Contractor, prior to travel and will be reimbursed in line with UNDP Travel Policy.

c) Resource requirements

The team is anticipated to be configured around one (1) Team Leader providing the substantive input, supported by other two specialists as necessary to complement the TL, with a team of no more than 3 personnel.

As a guide it is expected that the inputs will not exceed 4.5 full-time equivalent (FTEs) over the 3-month period.

d) Institutional arrangements

The work under this contract will be supervised by the Director of the Bureau for Management Services (BMS) and the Chief Legal Officer.

e) Schedule of Payments

Payment to the contractor will be processed based upon output, i.e. upon delivery of the services specified below and deliverables accepted and certification of satisfactory completion by the UNDP Technical Manager.

Outputs	Deliverables	Percentage of Total Price (Weight for payment)
1 and 2	Submission of Inception plan following baseline review	15%
3 and 4	Analyze new data and metrics and systemic systematic consultations	25%
5	Deliver detailed options or scenarios for organizational structure and re-calibration of the existing practice areas and draft report.	25%
6	Final Report with implementation and resource plan	35%
	Total all-inclusive contract value	100%

f) Anticipated profile of the consultancy

For the successful completion of the TOR, UNDP envisions a combination of different skill sets to implement this consultancy, including:

- Experience in Legal processes and structures from the public sector or international organizations;
- Experience with implementation of Legal frameworks including privileges and immunities as well as the effective implementation of the international and national, public, private, procedural and administrative law;
- Understanding of the legal framework for public financial management and budget systems;
- Knowledge of legal digital platforms and best practices in implementation of enabling technologies.

The proposals will be evaluated on a combination of relevant skills and experience, and relevant configuration of the team and the proposed approach and methodology.

Annex 3

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁵

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁶)

[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:

Form 1: Qualifications of the Service Provider

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

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract 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.*

[Where an individual or team of individual is the proposing entity, they should provide details and highlight how their previous services or assignments undertaken to meet the required criteria.]

Form 2: 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. The proposal should also cover the implementation timetable as well as the profile of key personnel assigned for the execution of this contract.

⁵ This serves as a guide to the Service Provider in preparing the Proposal.

⁶ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

Form 3: Qualifications of Key Personnel

The Service Provider must provide:

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

(This form should be submitted as a separate file and be password protected)

Form 4: Financial proposal

- Financial proposals must be all inclusive and must be expressed with a breakdown of costs. The term ‘all inclusive’ implies that all costs (professional fees, communications, utilities, consumables, insurance, travel, etc.) that could possibly be incurred by the Service Provider are already factored into the final amounts submitted in the proposal.
- Travel related expenses must include tickets, lodging and terminal expenses. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class he/she should do so using their own resource
- Payment will be made upon submission of final deliverables and a certificate of payment request, indicating outputs delivered to be verified and cleared for payment by the Project Management Team.

Table 1: Cost Breakdown per Deliverable: *

Outputs	Deliverables	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1 and 2	Submission of Inception plan following baseline review	15%	
3 and 4	Analyze new data and metrics and systemic systematic consultations	25%	
5	Deliver detailed options or scenarios for organizational structure, elements of procurement strategy and draft report.	25%	
6	Final Report with implementation and resource plan	35%	
	Total all-inclusive cost	100%	

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

Table 2: Cost Breakdown by Cost Component:

Description of Activity	Unit of Measure	Unit price	Quantity	Total cost
I. Personnel Services				
a. Team Lead	Day			
b. Specialist 1 (if applicable)	Day			
c. Specialist 2 (if applicable)	Day			
II. Out of Pocket Expenses				
1. Travel Costs (tickets)	Trip			
2. Daily Allowance	Day			
III. Other Related Costs (please specify)				
Total all-inclusive offer				

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

[Designation]

[Date]