



CALL FOR PROPOSALS
Ref: UNDP/IRH-CFP-202101
**Developing Portfolio of Interventions for Almaty, Kazakhstan as part of the City
Experiment Fund**
TERMS OF REFERENCE

DURATION OF PILOT: Six Months (*February to July 2021*)
PILOT LOCATIONS: Almaty, Kazakhstan

I. BACKGROUND

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

This Call for Proposals (CFP) is specifically related to the **UNDP City Experiment Fund under the Transformative Governance & Finance Facility II Project**. UNDP Istanbul Regional Hub (IRH) has pursued two approaches to accelerate learning on strategic risks and development of systemic solutions to complex challenges, and especially doing so at the local level. Under the framework of the City Experiment Fund, between 2018 and 2020, UNDP has explored rolling out a system-thinking framework & multi-sectoral approach on how to tackle local level challenges. Building on the emerging practice of portfolio design, in the IRH, RBEC COs & across UNDP, applying this methodological framework to the City Experiment Fund is likely to yield new models for transformation at the local level.

Under the Transformative Governance & Finance Facility II Project, UNDP's Innovation Team is seeking to **support Almaty, Kazakhstan** in city portfolio design and articulation for a problem space defined by the city.

II. INTRODUCTION

UNDP, in partnership with the Slovak Ministry of Finance, is implementing the City Experiment Fund. This endeavor seeks to enable a vibrant environment in Europe and Central Asia in which public, private, and civic actors exchange ideas on a shared platform and experiment with diverse innovative methods (data-driven, human-centered, innovative finance etc.) that empower the cities and residents with local solutions to common challenges.

Under the Transformative Governance & Finance Facility II Project, UNDP's Innovation Team supports UNDP country offices (COs) to engage in portfolio design, including: deep listening, system mapping, collective interpretation and the design of testable interventions.

Portfolio design is an approach that employs systems thinking to design a set of interventions (policy, infrastructural, otherwise) that can be managed dynamically based on the reported results to best address any given challenge. This approach rejects an idea of a single-point solution as a way of solving complex or "wicked problems."

Deep listening refers to a process of identifying underlying social narratives surrounding given challenge in a specific community. Deep listening is done through a variety of online and offline tools, including natural language processing, surveys, ethnographic studies, etc.

System mapping is a practice of identifying both primary and secondary elements of a given system (social, economic, etc.) and the relationships between them. It helps understand internal dynamics of a system and effectively manage it and design potential interventions.

Collective interpretation is a method of research that rejects the notion of expert-only interpretation of any given dataset(s) and instead invites user interpretation (in this context: residents, activists and public officials) of the data collected in the process of deep listening or other research, including foresight studies.

III. CITY EXPERIMENT FUND, COHORT 2

With the above background in mind, UNDP's IRH Innovation Team intends to apply portfolio design approach on the city level. To that end, UNDP IRH has announced a call for proposals, through which it selected 5 cities as testing ground for this approach:

1. Stepanavan, Armenia,
2. Pljevlja, Montenegro,
3. Prizren, Kosovo (under UNSCR 1244),
4. Skopje, Republic of North Macedonia,
5. Almaty, Kazakhstan.

Each of the cities in the selected cohort has put forward a description of the problem space they wish to explore with support of the portfolio approach. Almaty, Kazakhstan has selected air pollution as the entry point for the deployment of the abovementioned method.

Each of the cities, with support of a design partner (including an NGO selected through this process) and the IRH team, will implement a portfolio design process customised to the city's local context. Activation and dynamic management of the designed portfolio of interventions should not only lead to more effective problem-solving in the topic area defined for the purposes of the City Experiment Fund, but also build capabilities and alternative investment mechanisms that would allow the municipality to implement a similar approach to other problem spaces in the city.

To achieve the above, UNDP is seeking technical services of an NGO to design and articulate a portfolio of interventions for one of the cities in CEF Cohort 2, specifically for Almaty, Kazakhstan. **Specific roles and application processes are expressed below and ought to be followed keenly.**

IV. RESPONSIBILITIES & SCOPE OF WORK

The selected CSO will work closely with UNDP IRH to deliver the following key deliverables:

Roles and Responsibilities (incl. Deliverables)	Time Frame
<p>Output 1: Development of methodology on how to approach designing a portfolio of interventions at the local level, with clear roles for different stakeholders:</p> <ul style="list-style-type: none"> - Bringing in methodology & approaches to the design of urban portfolios of interventions; - Establish MEL (monitoring, evaluation and learning) protocol for the portfolio design process in cooperation with the IRH and CO team. - Conduct learning and collaborative activities to identify existing initiatives in the country office and in the city. 	February-March 2021
<p>Output 2: Develop capabilities of UNDP country team and local governments on using a systems and portfolio approach:</p> <ul style="list-style-type: none"> a. Design of an overall framework relevant to local governments on learning on dynamic portfolio management (deep listening/sensemaking, systemic approaches & activation of portfolios) b. Design and delivery of capability development (learning by doing) for the country office team; 	February-July 2021

<p><i>Output 3: Design and activate a portfolio of interventions in 1 city in the Europe and Central Asia region:</i></p> <ul style="list-style-type: none"> <i>a. Development of portfolios of interventions, in close collaboration with the Innovation Team at IRH, relevant CO and counterparts in the city;</i> <i>b. Describe three leverages for engaging system dynamics within the city of Almaty, Kazakhstan to induce system response, resilience & transformation;</i> <i>c. Design and apply an investment and management framework for activation of the portfolio;</i> <i>d. Develop a platform to manage portfolios, generate intelligence and support decision making and reporting at individual and cross-portfolio levels.</i> 	<p>February-July 2021</p>
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V. ELIGIBILITY & QUALIFICATION CRITERIA

The CSO submitting applications will need to demonstrate the following key qualities:

- a. An entity with capabilities and minimum of 5 years of experience in local level transformation, multi-stakeholder engagement and application of multi-disciplinary approaches;
- b. Experience on conceptualizing and delivery of workshops, events;
- c. Previous experience working with UNDP or the United Nations system is an asset.
- d. Experience in human centred design processes, experimentation, solution mapping, mentoring and coaching programmes targeting young people in the private and public sector;
- e. Experience in developing finance/investment models for delivering public value;
- f. Strong experience in enhancing partnerships with private and public institutions, media, NGOs and related institutions;
- a. Excellent coordination, organization and planning skills, with the ability to work under pressure;
- g. Core team with expertise, necessary experience and qualifications to deliver on the above.

- h. If the Applicant is a group of legal entities that will form or have formed a Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.
- After the Deadline for Submission of Proposal, the lead entity identified to represent the Consortium or Association shall not be altered without the prior written consent of UNDP.
 - The lead entity and the member entities of the Consortium or Association shall abide by the Application forms herein in respect of submitting only one proposal.
 - The description of the organization of the Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the CFP, both in the Proposal and the Consortium or Association Agreement. All entities that comprise the Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.
 - A Consortium or Association in presenting its track record and experience should clearly differentiate between:
 - Those that were undertaken together by the Consortium or Association; and
 - Those that were undertaken by the individual entities of the Consortium or Association.
 - Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.
 - Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.

VI. APPLICATION PROCESS

The firm that meets the above minimum requirements, will submit the following key documents of the application is to be considered:

- a) Technical Proposal outlining how the firm will undertake this assignment (*in line with this ToR*);
- b) Profiles of the core policy and technical team that will lead the design and implementation of key components;
- c) Organizational Documentation with profile on core mandate and relevant business niche (and client base)
- d) Documentation requested in the Request for Information (RFI) under Application Forms
- e) Audited financial statements for the past three years, including management report and footnotes that accompany the financial statements.
- f) Financial proposal (budget breakdowns) within the **fixed budget** outlined in section VIII below

Only one submission per organization is allowed. Once the application is complete and submitted, revised versions of **proposal documents will not be accepted**.

VII. [KEY CONSIDERATIONS] – TECHNICAL PROPOSAL

When submitting the technical proposal, applicants should consider the following:

- a) *Proposed Methodology, Approach, quality assurance and Implementation plan*: The firm should demonstrate clearly its response to the Terms of Reference by identifying the specific components proposed, how the outputs/ delivery shall be addressed, as specified; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted (if any).
- b) The proposal should demonstrate how the proposed methodology meets or exceeds the TOR while ensuring the appropriateness of the approach to CEF. This methodology must be laid out in an implementation timetable and quality assurance.
- c) *Management Structure and Resource (Key Personnel* – This section should include the comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

VIII. METHOD of SUBMISSION and DEADLINE

Proposals, with supporting documents, should be submitted by;

- **22.02.2021, Istanbul Time, GMT+3, with the mandatory submission subject of UNDP-IRH-CFP-202101-[Entity Name] to the email address procurement.irh@undp.org**
- File Format: pdf
- File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.
- All files must be free of viruses and not corrupted.
- Max. File Size per transmission: 35 MB
- Multiple emails must be clearly identified by indicating in the subject line "email no. X of Y", and the final "email no. Y of Y".

Potential applicants may refer to the "Frequent Asked Questions" posted on UNDP's website.

For additional questions about the Call for Proposals Guidelines or application forms, please e-mail procurement.irh@undp.org

Note: UNDP reserves the right not to fund any proposals arising from this Call for Proposals

Estimate Competition Timeline

Below is an estimated timeline for this Call for Proposals.

08.02.2021: Call for Proposal opens, and relevant documents are posted online.

22.02.2021: Deadline for organizations to submit proposals under this Call.

01-02.03.2021: Assessment and selection processes will take place.

VIII. EVALUATION METHODOLOGY

- Proposals will be evaluated based on the above-mentioned criteria (in sections III, IV, V).
- Quality-based under Fixed Budget Selection (QB-FBS) methodology will be adopted

QB-FBS methodology implies that all proposals have the same maximum overall price (which cannot exceed a known fixed budget amount), focusing the selection on the quality of the proposal and the CSO/ NGO proposed approach and methodology. The firm has to provide their best technical proposal and financial breakdown (within the budget) in one single envelope (clearly stating proposed overheads). Evaluation of all technical proposals shall be carried out, in accordance with below-outlined evaluation criteria, and the institution which obtains the highest technical score shall be selected. CSOs/ NGOs exceeding the established fixed budget in their financial proposals will be rejected.

Under QB-FBS, the assessment focuses on maximizing the transfer of value to the beneficiary user within a given budget.

IX. BUDGET SIZE AND DURATION

Proposals amounts should not exceed **\$80,000**

The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

In principle, project duration will be for a period of **six months (6)** with key milestones as spelt out above.

X. SELECTION PROCESS

UNDP will review proposals through a five-step process:

- a) determination of eligibility;
- b) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposal;
- c) round of clarification (if necessary) with the highest scored proposal;
- d) value for money; and

ONLY Selected applicants will be notified.

XI. Location and Scope of Assignment

Almaty, Kazakhstan (remote support allowed)

XII. Criteria for Selection

Selection criteria will be based on qualification, knowledge and experience. The proposal will be weighted at a maximum of 100 points with a 70% pass rate. The selection of the successful institution with the required team of experts will be aimed at maximising the overall qualities in required areas of competence. This will be broken down in the following manner:

Criteria for Selection			Points Allocated
			Per Criteria
1		Technical Proposal (as per the outlined activities)	100
		Proposed Work Plan and Approach: (well covered scope of work with clearly defined deliverables)	40
		Knowledge, experience and Qualification of Team Members	60
TOTAL TECHNICAL SCORE (Passing Rate = 70%)			100 pts

IMPORTANT ADDITIONAL INFORMATION

Applicants shall bear all costs related to proposal preparation and submission.

Applicants must submit their proposals in one envelope to procurement.irh@undp.org

UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See

http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/> for a full description of the policies)

In responding to this Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- i. Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;
- ii. Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or
- iii. Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.