



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

TO INTERESTED VENDORS/COMPANIES	Date: February 17, 2021
	REFERENCE: UNDP-CB-RFP-2021-006

Dear Sir / Madam:

We kindly request you to submit your proposal for the **Limited Statehood, Non-State Actors and Service Delivery in the Arab States - Research Project**.

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 **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. 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/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ali Tahsin Jumah
Chief, Central Procurement Unit, New York

Annex 1
Description of Requirements

Context of the Requirement	Limited Statehood, Non-State Actors and Service Delivery in the Arab States - Research Project
Implementing Partner of UNDP	Not applicable
Brief Description of the Required Services	<p>The purpose of this research is to produce an inception report, mapping report, five case studies and supplemental cross-case analysis (analytical report and policy note) that explore non-state actors' roles in basic service delivery in the Arab States, with the goal of generating evidence-based recommendations for UNDP Country offices for future programming.</p> <p>More details are available in the Terms of Reference (TOR) in Annex 2.</p>
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	Team Leader, Core Government Functions and Local Governance, Crisis Bureau, UNDP
Frequency of Reporting	On an as needed basis
Progress Reporting Requirements	As per the Terms of Reference in Annex 2.
Location of work	<input checked="" type="checkbox"/> The vendor will be required to work remotely
Expected duration of work	Through December 31, 2021 (timeline included in the Terms of Reference in Annex 2)
Target start date	March-April 2021
Latest completion date	December 31, 2021
Travels Expected	Travel is not expected in this assignment. 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)	Not applicable
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
Value Added Tax on Price Proposal	<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 type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days <p>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</p>

	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	Team Leader, Core Government Functions and Local Governance, Crisis Bureau, UNDP
Criteria for Contract Award	<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. <i>* An offer should be considered qualified and responsive if it receives a score of at least 70% on the technical proposal. Any offer that does not meet this requirement must be rejected as being non-responsive, and the financial proposal shall not be opened.</i>
Criteria for the Assessment of Proposal	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Expertise of the Firm: 20% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan: 30% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel: 20% <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
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP
Contract General Terms and Conditions ²	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) 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

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.

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.

Other Information <i>[pls. specify]</i>	<p>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.</p> <p>Any delay in UNDP's response shall not be 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>
eTendering submission	<p>Electronic submission through eTendering shall be governed as follows:</p> <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. - 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

TECHNICAL EVALUATION CRITERIA**Summary**

Proposals received will be screened against the following minimum requirements (YES/NO Criteria).

Mandatory requirements		PASS/FAIL
1	At least 7 years of experience in working on research in governance and/or non-state actors	
2	At least 5 years of experience of working on research in fragile or conflict affected areas, including in the Arab States	
3	At least 3 relevant projects during the last 5 years showing research at the community/local level	
4	Previous experience working for a bilateral or multilateral organization	
5	Proposed Team includes 1 – 4 team members; one Team Leader and others supporting members; all team members meet minimum requirements (Section G. c of the TOR) and “Management Structure and Qualification of Key Personnel” below)	
6	Proposed Methodology for Completion of Services meets minimum requirements (providing a detailed description of the mapping exercise; lists indicative case studies countries; provides a rationale for how case studies will be selected; outlines the methods through which data will be collected and analysis will be undertaken; and explains methodology for how the research questions will be addressed)	
7	Completeness of Proposal without material deficiencies in submission documents (Annex 3, Form 1)	
8	Acceptance of UNDP General Terms and Conditions	

Only proposals who prove to comply with the minimum requirements will be considered during a technical desk review based on the following technical evaluation criteria:

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of the Firm/Service Provider	200
2.	Approach Methodology, its Appropriateness to the Requirements and Timeliness of Execution	300
3.	Qualification of Key Personnel and skill sets	200
	Total	700

Technical Proposal Evaluation		Points Obtainable
Expertise of the Firm/Organizations		
	<ul style="list-style-type: none"> At least 7 years of experience in working on research in governance and/or non-state actors (max. 75 points) 	

	<ul style="list-style-type: none"> At least 5 years of experience of working on research in fragile or conflict affected areas, including in the Arab States (max. 50 points) At least 3 relevant projects during the last 5 years of research at the community/local level (max. 25 points) Previous experience working for a bilateral or multilateral organization (max. 25 points) It would be an advantage if the firm/organization: (a) is based in the region, or (b) works with a research partner or team member based in the region, or (c) has at least one team member with regional expertise (max. 25 points) 	
Total 1		200

Technical Proposal Evaluation		Points Obtainable
Methodology, its Appropriateness to the Condition and Timeliness of the Implementation Plan		
	<p>The Service Provider must describe how it will address/deliver the demands of the RFP providing:</p> <ul style="list-style-type: none"> Solid and feasible method and process on how they will address/deliver the demands of the RFP including how the research questions will be framed and why, how the various research activities will be approached/conducted, how findings will be validated, and how they will present the findings (max 150 points); A description of the methods and process by which the mapping of the Arab States will take place (max. 50 points); A description of the case studies that may be selected, by which criteria, including details of countries in which the proposer has a comparative advantage (max. 50 points) and the methods through which data for the case studies will be developed and how cross-case comparison will be undertaken (max. 50 points). 	
Total 2		300

Technical Proposal Evaluation		Points Obtainable
Management Structure and Qualification of Key Personnel		
3.1	Team Member(s)	
	<ul style="list-style-type: none"> Working knowledge of Arabic would be an advantage (any of the key personnel proposed) (max. 10 points) 	
	<p>Team Leader (115 points)</p> <ul style="list-style-type: none"> At least Master's Degree in international development, international affairs, public administration, public policy, development economics, or other relevant field (max. 10 points) At least 10 years professional experience in the area of research (max. 50 points) At least 5 years relevant international experience (max. 35 points) At least 5 years relevant experience working at the local/community level (max. 20 points) <p>Other Team Members: 1 – 3 CVs (75 points)</p>	

	<ul style="list-style-type: none">• At least Bachelor's Degree in Social Science, International Development or other related discipline (max. 20 points)• At least 1 year relevant international experience (max. 25 points)• At least 3 years relevant research experience (max. 30 points)	
	Total 3	200

Annex 2

TERMS OF REFERENCE:

LIMITED STATEHOOD, NON-STATE ACTORS AND SERVICE DELIVERY IN THE ARAB STATES

A. Background

The Arab Spring made clear that most states in the Arab world are facing a crisis of legitimacy. They are not only unable to respond to the evolving demands of their citizens, but often fail to meet their basic needs. This trend has been driven by changing requirements and expectations resulting from post-independence social contracts,⁵ which partially improved education, health, housing and social mobility across the region, coupled with supply constraints due to a contraction of the fiscal space experienced across the region, and in some countries the emergence of protracted conflicts. In the past few decades, a growing population and sluggish and/or unevenly distributed economic growth have impacted the assumptions underpinning many of these social pacts, which have become increasingly hard for states to fulfill. The emergence of a globalized and urbanized citizenship with its demands for rights and higher standards of living in many Arab States has been met by deepening frustration resulting from entrenched economic rentier systems and widespread corruption. Unmet needs and unfulfilled expectations for better opportunities have fueled the informal sector and created a growing space for non-state actors (NSAs) to thrive. In addition, the incapacity of states to deliver on, or develop new, social contracts is a key ingredient for political turmoil, conflict and violence. In conflict-affected settings in the region, non-state armed groups (NSAGs) have filled the void left by illegitimate and weak governments. Protracted conflicts, exacerbated by the 2011 uprisings, are directly affecting seven countries in the region (i.e. Iraq, Libya, Palestine, Somalia, Sudan, Syria and Yemen). Spillover effects in neighboring countries, including both displaced people needing access to basic services and growing instability, hamper economic prospects. These conflicts have been partially caused by and now perpetuate the inability of institutions to respond to citizens' demands. COVID-19 and subsequent lockdowns have in many cases further exacerbated these trends; by not only fueling economic decline, but also by clearly illustrating the inability of many governments to respond to the needs of their citizens.⁶

The 2019 Arab Human Development Report research paper, *Leaving No One Behind: Towards Inclusive Citizenship in Arab Countries*⁷ proposes a framework to understand the compromised social contracts in the region. It does this by highlighting factors that exclude large strata of the population from enjoying the full benefits of citizenship and which prevent the realization of the promises embedded in the *2030 Agenda for Sustainable Development*,⁸ to which all countries in the region have committed. One of these factors is unresponsive governance. Redefining the social contract implies interactions between the state and citizens, where public institutions have the duty to create mechanisms to understand social grievances and mediate conflicting interests. And yet, in the aftermath

⁵ A "social contract" is the agreement under which citizens "agree to cede authority (i.e. the obligation to obey) to a governing body in return for the social order and other benefits it might provide" (Leonard, D., Mushi, F. and Vincent, J. 2011. *Social Contracts and Security in Sub-Saharan African Conflict States: The Democratic Republic of Congo, Sierra Leone and Somalia*. Paper presented at African Studies Association. Pg. 14).

⁶ Brookings (2020). *Governance in the Arab Region: Experts Discuss Public Responses to COVID-19*. Available at: <https://www.brookings.edu/opinions/governance-in-the-arab-region-experts-discuss-public-responses-to-covid-19/>

⁷ UNDP (2019). *Leaving No One Behind: Towards Inclusive Citizenship in Arab Countries*. Available at: https://arab-hdr.org/wp-content/uploads/2020/12/UNDP_Citizenship_and_SDGs_report_web.pdf

⁸ UN (2015). *Transforming Our World: The 2030 Agenda for Sustainable Development*. Available at: <https://sdgs.un.org/publications/transforming-our-world-2030-agenda-sustainable-development-17981>

of the 2011 uprisings, most Arab countries have failed to improve representation, introduce policies responding to citizen demands, or uphold human rights in line with both international standards and their own constitutions.

Such unresponsive and/or illegitimate government presence can also be understood as both a product and cause of “limited statehood”. Limited statehood refers to those “parts of the territory or policy areas in which the central government lacks the capacity to implement decisions and/or its monopoly over the means of violence is challenged”.⁹ These are not ungoverned spaces, but spaces in which hybrid governance arrangements exist. In areas of limited statehood, NSAs often play a critical role in meeting people’s needs regarding basic services provision,¹⁰ including in providing a response to COVID-19. NSAs encompass non-governmental organizations (NGOs), faith-based organizations, social movements, political entities including armed groups, amongst others. The relationship between governments and NSAs varies, ranging from cooperation and complementarity to contestation and tension; depending on the specific history of a country or a territory within a country, a government’s capacity and effectiveness, power-sharing dynamics and political will. The range of services provided by NSAs are also diverse and shape the nature of the government-NSA relationship; from crafting governance and the delivery of social services, social protection, health, education, and employment generation, to the rule of law and provision of justice. NSAs have been increasingly involved in delivering basic services in fragile and conflict-affected settings (FCAS). In the COVID-19 context, NSAs have been critical in meeting the emerging public health and economic needs and supervising community-level lockdown measures, especially where unresponsive governance systems have been overwhelmed.

B. Purpose and Modality

Taking the above into account, UNDP seeks to commission a research project entitled “Limited Statehood, Non-State Actors and Service Delivery in the Arab States”. The purpose of this research is to inform UNDP’s approach to engaging NSAs in fragile and conflict-affected settings (FCAS), and in other contexts where limited statehood affects service delivery. It will achieve this by investigating the role of NSAs in service delivery in the Arab States, within the context of limited statehood and shifting social contracts in the region. The study will also incorporate an analysis of the impacts of COVID-19 on the provision of basic services by the state and NSAs. The outcome of the research will include both recommendations for the nature of UNDP’s governance and socioeconomic offers and evidence-based guidance for UNDP Country Offices.

C. Research Focus and Questions

A series of broad research questions will form the basis of the research focus. However, it is expected that they will be refined by the applicant in the submitted proposal with details on the methodology used. They will be finalized post-contract award in close discussion with UNDP. The research questions include:

1. What is “limited statehood” in the Arab States? What are the forms it has taken in the last decade? How were these spaces created? How have they evolved? What are the features of their political economy? How are governance structures organized and services delivered in these spaces?
2. How are social contracts being re-negotiated in Arab States, and who is involved in this process? How do NSAs that deliver services impact this process? Are there “quasi-social contracts” emerging between NSAs and service users?

⁹ Risse, T. (2014). “Limited Statehood: A Critical Perspective” in *The Oxford Handbook of Transformations of the State*. Leibfried, S., Huber, E., Lange, M., Levy, J. and Stephens, J. (eds.). Oxford: Oxford University Press.

¹⁰ OECD (2008). *Service Delivery in Fragile Situations Key Concepts, Findings and Lessons* (OECD/DAC Discussion Paper). Paris: Organisation for Economic Co-Operation and Development.

3. What services are NSAs delivering across areas of limited and/or failed statehood? Are services open or restricted to certain groups? What are the nature of conditions or requirements imposed by NSAs to open access to service provision? What is the geographic scope, size and impact of NSAs (e.g. locations and services provided) and their service provision (e.g. number of beneficiaries, annual budget, number of staff, local/national coverage, etc.)?
4. How are services financed? Are NSAs directly or indirectly financed from the state budget and/or donors' funds, regional actors, or through other channels (e.g. the illicit war economy)? What do NSAs expect in return for the provision of services and what is the nature of the "informal contract" between the NSA and the service user?
5. Are basic services delivered by NSAs complementing or contesting government service delivery? Are they crowding out state delivery of services?
6. How are the relationships between national and local governments, NSAs and people changing during the COVID-19 pandemic? How critical have NSAs been in responding to the additional needs generated by the pandemic in terms of health, education and economic relief?
7. Are services provided by NSAs responsive to people's needs? Is such service provision sustainable? How does the provision of services by NSAs, vis-à-vis government service provision, impact the most vulnerable including women?
8. Given the answers to the questions above, what recommendations can be identified for UNDP's policy, programming and engagement model?

The NSAs to be targeted in this research include NGOs, faith-based organizations, social movements, political entities, and NSAGs as these actors are most prevalent in the Arab region. While other NSAs could also be considered, where appropriate, private sector actors should be excluded from the study in a bid to make this a feasible exercise.

D. Research Outputs and Case Studies

Three main research outputs will be prepared. These outputs will be materialized in five deliverables detailed in Section E below.

The first will be a concise mapping of all 20 Arab States¹¹ to chart limited statehood (at national and sub-national levels), to identify the nature of the social contract in each state, and to identify key NSAs involved in service delivery. This mapping will also be used to support the selection of five case studies (see the following research output). Case studies will be identified based on the results of the mapping exercise, and in consultation with UNDP staff (at headquarter, regional and country levels). Case study countries will be selected to enable both diversity of cases and comparative analysis (e.g. a range of low and middle-income countries, countries with differing governance arrangements, countries that are experiencing violent conflict versus those that are not, and countries that allow for comparison or contrasting of differing types of NSAs and forms of limited statehood).

The second research output will be a stand-alone ~60 page analytical report that will include: (i) a review of applied literature (~10 pages) addressing the nexus of limited statehood, social contracts and NSAs; (ii) five detailed case studies (~5-7 pages each), as mentioned above, exploring in greater detail the political economy,

¹¹ For UNDP, the Arab States include Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Somalia, the State of Palestine, Sudan, Syria, Tunisia, the United Arab Emirates, and Yemen. Comoros and Mauritania are also members of the League of Arab States, but they will not be covered by this study.

nature and dynamics of service delivery by NSAs (including an assessment of the impacts of COVID-19); and (iii) cross-case analysis (~10 pages), examining the case study findings in line with the agreed research questions.

The third output will consist of policy guidance primarily for UNDP Country Offices to shape engagement surrounding NSAs and service delivery (with an analysis of risks and mitigation measures), as well as to inform ongoing policy discussions within the organization. No prescriptions are made about whether this is desirable, or how it should take place should engagement be recommended, which would largely depend on context.

E. Timeline, Deliverables and Payment Schedule

The research project will run from contract award to end-December 2021. To produce the outputs detailed above the following deliverables are expected throughout the project time frame:

- i. Inception Report (~20 pages) (inc. literature review [~10 pages], research scope and questions, approach and methodology, workplan, and outline table of contents for the analytical report);
- ii. Mapping Report (length and format TBA), (inc. assessment of the nature of limited statehood, social contract and key NSAs in service delivery per Arab State);
- iii. Five case studies (~5-7 pages each), (inc. political economy analysis, impact of conflict on service delivery and statehood analysis [where appropriate], state and UN's key roles in service delivery, and nature and dynamics of NSA service delivery);
- iv. A consolidated Analytical Report (~60 pages) that brings together elements of the Inception Report, Mapping Report and Five Case Studies (inc. literature review, case studies, cross-case analysis and conclusions); and
- v. Policy Note (~10 pages), (inc. policy guidance, tools – to be defined once initial findings are available).

Across all deliverables, the applicant should propose mechanisms for soliciting feedback and validating findings at the regional/country-levels by conducting webinars, meetings, focus groups etc. The process should be explained in the proposal, including the number of meetings to be held.

The following timeline is proposed for activities, deliverables and payments.

Activity/Deliverable	Projected Completion Date
1. Inception Report submitted - (Payment 1 @ 20%)	May 1, 2021
2. Presentation of preliminary Mapping Report findings	June 21, 2021
3. Draft Mapping Report submitted	June 30, 2021
4. Draft Mapping Report reviewed by UNDP	July 7, 2021
5. Mapping Report finalized (Payment 2 @ 20%)	July 15, 2021
6. Presentation of preliminary case study findings	September 1, 2021
7. Draft case studies submitted	September 15, 2021
8. Draft case studies reviewed by UNDP	September 21, 2021
9. Case studies finalized - (Payment 3 @ 20%)	September 31, 2021
10. Presentation of preliminary Analytical Report findings	October 21, 2021
11. Draft Analytical Report submitted	October 30, 2021
12. Draft Analytical Report reviewed by UNDP	November 7, 2021
13. Analytical Report finalized - (Payment 4 @ 20%)	November 15, 2021
14. Presentation of preliminary Policy Note findings	December 7, 2021

15. Draft Policy Note submitted	December 15, 2021
16. Draft Policy Note reviewed by UNDP	December 21, 2021
17. Policy Note finalized - (Payment 5 @ 20%)	December 31, 2021

During the progress of the work, the Contractor will report to the Team Leader, Core Government Functions/ Local Governance, Crisis Bureau, UNDP who will approve the outputs.

Payments will be made upon finalization, and approval by the Team Leader, Core Government Functions/ Local Governance, Crisis Bureau, UNDP, of project deliverables.

F. Requirements for Qualifications for the Contractor

- At least 7 years of experience in working on research on governance and/or non-state actors;
- At least 5 years of experience of working on research in fragile or conflict-affected areas, including in the Arab States;
- At least 3 relevant projects during the last 5 years of research at the community/local level;
- Previous experience working for a bilateral or multilateral organization; and
- Proposed Team: 1 – 4 team members, including one senior researcher and others supporting.

Bidders who do not meet the minimum requirements may be directly disqualified.

G. Submission requirements:

All Service Providers are therefore required to submit the following in their proposals:

a) Expertise of Contractor:

The Contractor must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following, and providing relevant documents/evidences (where necessary):

- Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- Business Licenses – Registration Papers, Tax Payment Certification, etc.
- Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;
- Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;
- Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
- 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.

Bidders who do not meet the minimum requirements may be directly disqualified.

b) Proposed Methodology for Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of how the research questions will be framed and why, how the various research activities will be approached/conducted (including approach and methods for the mapping exercise, and selection and completion of case studies), how findings will be validated, how cross-case analysis will be conducted, and how findings, conclusions and policy outcomes will be presented.

Bidders who do not meet the minimum requirements may be directly disqualified.

c) Qualifications of Key Personnel

The Service Provider must provide names and qualifications of the key personnel that will perform the services. CVs demonstrating requested qualifications must be submitted; and written confirmation from each personnel that they are available for the entire duration of the contract.

Team Member(s):

A) Team Leader:

- At least Master's Degree in international development, international affairs, public administration, public policy, development economics or other related discipline is required;
- At least 10 years professional experience in research is required;
- At least 5 years relevant international experience is required; and
- 5 years relevant experience at the local/community level is required.

B) Other Team Members: 1 – 3+ CVs:

- At least Bachelor's Degree in Social Science, International Development or other related discipline is required;
- At least 3 years relevant research experience is required; and
- At least 1 year relevant international experience is required.

Bidders who do not meet the minimum requirements may be directly disqualified.

Annex 3

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL¹²

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹³)

[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.*

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.

¹² This serves as a guide to the Service Provider in preparing the Proposal.

¹³ 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, if applicable, 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	Inception Note	20%	
2	Mapping Report	20%	
3	Case Studies	20%	
4	Analytical Report	20%	
5	Policy Note	20%	
	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 Leader	Day			
b. Team Member 1	Day			
c. Team Member 2 (if applicable)	Day			
d. Team Member 3 (if applicable)	Day			
II. Out of Pocket Expenses				
1. Communication Costs	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]