



## Call for Proposals from NGOs

### INSTRUCTIONS

#### 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 Accelerator Labs - Intellectual Property Models for Sustainable Development**.

#### II. OBJECTIVES AND EXPECTED OUTPUTS/ DELIVERABLES

The objective of this Call for Proposals is to provide institutional support to generate understanding and solutions to address the issue of UNDP ownership, through its Standard Basic Assistance Agreements, of patent rights over work undertaken through UNDP programmes, with General Terms and Conditions of Contract that make all work financed by UNDP deemed work for hire.

- **Collaborating with the Accelerator Labs and their specific needs to find, support and potentially help monetize intellectual property.**
- **Deliver new data and insight that investigate the systems governing intellectual property within UNDP.**
- **Develop case studies to explore new models to manage intellectual property.**

Detailed objective and related outputs and deliverables are provided in the Terms of Reference – **Annex 1**

#### III. ELIGIBILITY & QUALIFICATION CRITERIA

The parameters that will determine whether a NGO is eligible to be considered by UNDP will be based on the NGO Request for Information (RFI) template.

#### IV. PROPOSAL

Proposed Methodology, Approach, quality assurance plan and Implementation Plan – this section should demonstrate the NGO's 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.

Moreover, the proposal should demonstrate how the proposed methodology meets or exceeds the TOR, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable and a quality assurance.

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.

## V. EVALUATION CRITERIA & METHODOLOGY

### a) Proposals will be evaluated based on the following criteria:

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	NGO Eligibility and qualifications	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
Total			1000

Detailed sub-criteria are provided in Annex 1

### b) Evaluation methodology: Quality based under Fixed Budget Selection (QB-FBS)

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. CSO have 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

### c) Budget size and duration

Proposals amounts should range from a **minimum of USD 60,000.00 to a maximum of USD. 75,000.00** (bidder's premises, home-based).

The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities. In principle, **project duration will not exceed 7 months.**

## VI. SELECTION PROCESS:

The UNDP will review proposals through a five-step process: (i) determination of eligibility; (ii) technical review of eligible proposals; (iii) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposal; (iv) round of clarification (if necessary) with the highest scored proposal; and (v) Responsible Party Agreement (RPA) signature

## VII. SUBMISSION PROCESS

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

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

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.

The following documents must be submitted in order for the submission to be considered:

- 1) Annex II: Proposal submission form
- 2) Documentation requested in the Request for Information (RFI): Annex III
- 3) Budget - A clear cost breakdown of all activities and elements to implement the services.

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

### Submission Deadline

Proposals, with supporting documents, should be submitted as per the e-tendering guidelines.

Potential applicants should refer to the “Frequent Asked Questions” posted in UNDP’s website.

For additional questions about the Call for Proposals Guidelines or application forms, please e-mail [cpu.bids@undp.org](mailto:cpu.bids@undp.org)

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

## **IMPORTANT ADDITIONAL INFORMATION**

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](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 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 interest’s paramount. Proposers must strictly avoid conflicts with other assignments or their own 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:

\* 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;

\* Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or

\* 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.

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 implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ali Tahsin Jumah

Chief

Central Procurement Unit, New York

United Nations Development Programme

## ANNEX I

### TERMS OF REFERENCE

<b>Project:</b>	<b>Intellectual Property Models for Sustainable Development</b>
<b>Language required:</b>	<b>English</b>
<b>Duration:</b>	<b>15 March 2021 – 15 October 2021 (approx.)</b>
<b>Location:</b>	<b>Homebased/NGO premises</b>

#### 1. BACKGROUND

The UNDP Strategic Plan 2018-2021 embraces the complexity of development and commits the organization to helping countries find faster, more durable solutions to achieve Agenda 2030. Important development trends like urbanization, climate change, and inequality pose significant challenges on our path to achieve the 2030 agenda of achieving the Sustainable Development Goals (SDGs).

UNDP has begun ideating and incubating a number of strategic initiatives aimed at ensuring UNDP as ‘fit for purpose’ to deliver a new generation of solutions in line with the challenges the world faces. One such key strategic initiative is the Country Accelerator Lab Network. The initiative is a recognition that increasingly interrelated development challenges require going beyond business as usual and single point, linear and silver bullet responses in development. Instead, they call for an interdisciplinary approaches and non-linear solutions that crowd in the collective efforts of variety of partners and tap into local insights and the knowledge of people closest to the problem and the solutions. The initiative is also a recognition and an investment in the emerging momentum among a growing number of UNDP country offices around joining together disruptive, cutting edge methodologies with contextual, country-based insights and expertise to accelerate impact and progress toward the Sustainable Development Goals.

UNDP is building the largest and fastest learning global network of 92 Accelerator Labs. The new offering builds on the latest thinking from the fields of complexity science, lead user innovation, grassroots innovation and collective intelligence to accelerate development impact.

Our network will surface and augment locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. The idea is to transform our collective approach to “mapping existing solutions first” by introducing new protocols, backed by evidence and practice, which accelerate dissemination of solutions within and across countries. This will enable the global community to collectively learn from local knowledge and ingenuity at a speed and at a scale that our societies and planet require. This will be achieved by:

- Building on locally-sourced solutions, finding things that work and expanding on them.
- Rapid testing and iteration to implement what works and go beyond the obvious solutions.
- Combining the best understanding, ideas and expertise to generate collective knowledge.
- Accelerating progress by bringing expertise, creativity and collective intelligence to bear.

UNDP is seeking services to provide institutional support to generate understanding and solutions to address the issue of UNDP ownership, thorough its Standard Basic Assistance Agreements, of patent rights over work undertaken through UNDP programmes, with General Terms and Conditions of Contract that make all work financed by UNDP deemed work for hire.

For a full description of our work, and the locations of the Network, please visit <https://acceleratorlabs.undp.org>

## **2. OBJECTIVE OF WORK**

To provide institutional support to build capacities of the Accelerator Labs Network to understand and manage issues concerning intellectual property in its day to day work. This will include also support in developing adequate models within its solutions mapping protocols, which balance appropriate intellectual property framework that permits IPR protection with the need to promote open innovation system. The work is expected to find and propose a suitable proxy, as there is no existing UN practice that could be a solid basis for UNDP. The offeror will do qualitative research, with the Accelerator Labs Global Team facilitating interviews with internal stakeholders Lab members, management in Country Offices, and relevant units in Headquarters, including but not limited to the Legal Office, the Bureau for External Relations and Advocacy, and the Bureau for Policy and Program Support. Offeror may propose external stakeholders in their field of expertise. Most interviews will be conducted in English. All deliverables will be produced in English.

Specific objectives include:

1. Better understand and research how the UNDP approaches intellectual property and use intelligence and data - through analyzing a selected IP ecosystem - to demonstrate a need to reimagine processes and frameworks.
2. Explore both creative commons / open-source frameworks and direct licensing (assets owned by an individual/entity and licensed for particular reasons). This can include understanding music libraries (open source) and direct licensing (synchronization).
3. Research new innovative policy frameworks and approaches to IP - using a particular creative industry as a case study - that can be applied both in policy and on the ground.
4. Demonstrate a new model to support bottom-up innovation and creativity across the UN Accelerator Labs Portfolio.

And, in support of these objectives:

1. Collaborating with the Accelerator Labs and their specific needs to find, support and potentially help monetize intellectual property;
2. Deliver new data and insight that investigate the systems governing intellectual property within UNDP.
3. Develop case studies to explore new models to manage intellectual property.

## **3. DELIVERABLES**

Under the supervision of the Global Accelerator Lab team, the responsible party will undertake the following research questions, and produce a comprehensive report, and an executive summary. The responsible party may propose the specific length and content. As the research will be ongoing, the responsible party will submit its work by chapters, and request feedback on a regular basis.

The report should include:

1. An assessment of the current IP constraints within UNDP, including how IP is deployed and managed in the UN system !1 month after contract signature);
2. An outline of the challenges of the system, identified in collaboration with the Accelerator Labs; (2 months after contract signature)
3. A justification on why the sector (publishing, music, academic research) is relevant for the work; (3 months after contract signature);
4. A portfolio approach to solutions - includes open source and licensed IP and an explanation of how each model is used now within the UN system (monthly progress submissions per country/approach/solution).

At a minimum, the following research questions should be addressed:

- Are UNDP's frameworks and protocols - at a central level - facilitating a system that supports creators/solution holders?
- Can the IP journey of licensed content (a song, a book, software code, creative works) create a pathway to re-envisage UNDP's framework to support IP in the markets it is investing in?
- What are the challenges related to administering IP - with the selected sector case study - in UNDP's existing legal frameworks and can one develop a cost benefit analysis that outlines how reform - or a rethinking of the frameworks - can unlock local wealth generation opportunities locally to support wider UNDP objectives?
- If the UNDP defaults to acquiring IP in its present state, what is the most efficient, cost-effective and technologically feasible model to return ownership of IP to local creators while still maintaining a right to reproduce it and support all necessary jurisdictional uses and agreements?
- What is the relationship between open source IP and earn income IP and how can they coexist within the UNDP's Accelerator Lab framework?
- Develop a portfolio approach to IP management for the UNDP to implement, with clear 'lines of separation' to ensure whatever decision made on the ground is respected and there's a system to enable each creator/solution holder/innovator to manage, disseminate and (if they wish) monetize their IP.

#### 4. TIMELINE

These deliverables should be completed between **15 March and 15 October 2021 (dates are indicative)**:

- **Late March 2021:** Final outline.
- **April-May 2021:** Initial research and interviews with stakeholders set up.
- **June – September:** Portfolio of solutions is identified and researched.
- **October 2021:** Final draft.

## 5. LOCATION

The assignment is expected to be performed at the contractor's location.

UNDP staff to be consulted with are primarily based in New York with a few team members based in Istanbul and Addis Ababa. All meetings and presentations can be conducted virtually. The Accelerator Labs Network covers 92 countries, fully listed at <https://acceleratorlabs.undp.org>. The Global Team will provide guidance on which labs are working on creative industries and document particular challenges faced regarding intellectual property transfer, such as hackathons.

The Responsible party will provide bi-weekly progress reports over emails, or via phone to the UNDP team's designated focal points.

## 6. MINIMUM REQUIREMENTS

Please note that Technical Proposals that do not meet the minimum requirements indicated below ("required") may be directly disqualified:

### CSO/NGO REQUIREMENTS

- The Offeror has access to a global network of recognized professionals, researchers or academics working in the creative industry that they have identified as a proxy, with emphasis on the regulatory and licensing aspects of disseminating works; **required**.
- The Offeror, directly or through its principals, must have at least 5 projects that demonstrate the capability to conduct high-level research in line with the Accelerator Lab project's needs; **required**.
- The Offeror, directly or through its principals, must have experience working with creative industries in the context of economic and social development; **required**.
- The Offeror, directly or through its principals, should have at least 5 years' experience working with content creators; **required**. Experience with content and licensing professionals in the Global South is a significant **advantage**.
- The Offeror, directly or through its principals, should have international consulting experience with respect to intellectual property, **required**. Previous experience working with the United Nations is a significant **advantage**.

When submitting the proposal, the CSO/NGO must declare the following:

- The offer has legal capacity to operate and complies with the legal requirements to register and operate as an NGO/CSO.
- The offeror is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- The offeror has not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization.
- The offeror has no conflict of interest in undertaking this assignment; it does not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with the firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);

### PERSONNEL REQUIREMENTS

The bidder must provide a copy of the CVs of the personnel that will be working on this assignment. **If CVs are not provided, the bid may be directly disqualified.**



The personnel should have demonstrated experience in the field of economics, law, intellectual property, participatory research, and licensing/attribution models.

**Offerors should propose a team of at least 3.** An expanded network of resources/researchers who may be used as short-term (non-key) experts may be demonstrated through additional CVs, which will not be scored.

The **team leader** of the engagement must demonstrate the following qualifications and experience:

- Possess an advanced degree (Masters or above) in law, cultural studies, international development, or related field, **required**.
- At least 8 years-experience advising clients on intellectual property licensing, with a focus on creative industries (music, publishing, digital content) **required**.
- Demonstrated experience working with international development actors (United Nations, International Financial Institutions, Official Development Assistance Agencies) **required**.
- Publications in the field of expertise is an advantage.
- English is required; French or Spanish are an advantage.

#### **Expert on Intellectual Property**

- A degree in law is **required**.
- At least 5 years of professional experience on intellectual property (advisory or litigation) **required**. Focus on licensing will be an **advantage**.
- Demonstrated experience working with licensing and rights-management associations is **required**.
- Experience working with international organizations is an **advantage**

#### **Research Coordinator**

- At least 2 years of professional experience in a relevant field (law, communications, journalism, cultural studies, public administration, business administration), **required**.
- Experience in development of analytical documents and reports through quantitative and/or qualitative research, **required**.
- English is **required**; French or Spanish are an **advantage**.

### **6.3 Methodology**

The bidder must provide a description of the approach including how the various service elements will be 1) organized, 2) managed, 3) controlled and 4) delivered.

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements.

**All questions listed in section 3 should be addressed by the methodology.**

## 7. TECHNICAL EVALUATION

Technical proposals that conform to the list of minimum requirements indicated above will be considered for further technical evaluation based on the technical evaluation listed below. **Only proposals that achieve at least 70% of the total of point obtainable will be further considered during the process.**

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Offeror's qualification and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Offeror and Staff Credibility / Reliability / Industry Standing	50
1.2	Relevance of the international consulting experience with respect to intellectual property	75
1.3	Relevance of the offeror's expertise working with creative industries in the context of economic and social development	50
1.4	Relevance of the listed past/ on-going projects (at least 5) to demonstrate the capability to conduct high-level research in line with the Accelerator Lab project's needs	75
1.5	Familiarity with international development. Relevant expertise within the UN system will be an advantage.	50
<b>Total Section 1</b>		<b>300</b>

Section 2. Proposed Methodology, Approach and Implementation Plan			Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?		200
2.3	Details on how the different elements shall be organized, controlled, and delivered. Are the activities properly sequenced? Are these logical and realistic?		100
2.5	Does the proposal effectively address all research questions proposed and the need to engage with internal and external stakeholders?		100
Total Section 2			400

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	<b>Team Leader of the engagement:</b> relevance of the expertise advising clients on intellectual property licensing		100
3.2	<b>Expert on IP:</b> relevance professional experience on intellectual property (advisory or litigation). Focus on licensing will be an advantage.		100
3.3	Fluency in Spanish and/or French (5 points will be awarded for each personnel member who is fluent in Spanish/French. <u>Example:</u> Team Member 1 is fluent in English (0), Spanish (+5) and French (+5). Team member 3 is fluent in French (+5) and English (0). Total score for this criterion: 15 points). The maximum number of points achievable is 30.		30
3.4	Composition and structure of the team members proposed. Are the proposed roles of the team of key personnel suitable for the provision of the necessary services?		70
Total Section 3			300

## 8. INSTITUTIONAL ARRANGEMENTS:

- The CSO will be issued a Responsible Party Agreement by UNDP. The Agreement will be managed by the Global Team based in New York. All content matters are subject to the approval of the Team Leader, Accelerator Lab network based at the Executive Office in New York;
- The Responsible party will provide bi-weekly progress reports over emails, or via phone to the UNDP team's designated focal points;

- Given the travel restrictions from the Global Pandemic, all interviews will be conducted virtually. Offeror will, to the extent possible, observe core hours for the various duty stations involved.

#### 9. TIMELINE AND THE PAYMENT SCHEDULE:

The price for the services will be fixed including mobilization costs and administrative costs. The payments will be released on the certification of deliverables/meeting of milestones in workplan by the Accelerator Lab Network Team Leader, or her designee.

Deliverable	Estimated date	% of payment
Final outline	Late March 2021	20
Initial research and interviews set up.	April-May 2021	20
Portfolio of solutions is identified and researched.	June – September	20
Final draft	15 October 2021:	40

**ANNEX II  
PROPOSAL SUBMISSION FORM**

***(This Form must be submitted only using the NGO/CSO's Official Letterhead/Stationery<sup>1</sup>)***

***[insert: Location].***

***[insert: Date]***

**To:      *Ignacio Inestal Fernandez***

Dear Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the call for proposal dated 11/18/2019 , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions for Responsible Party Agreements:

**A.      *Qualifications of the NGO/CSO***

Please provide a profile description indicating how the Offeror meets all minimum requirements listed in the terms of reference (Annex II, Section 6) and complete the questionnaire below in Annex III.

**B.      *Proposed Methodology, Approach***

Please include a methodology that answers all the questions raised in the terms of reference above in Annex II (Section 3).

**C.      *Management Structure and Resource (Key Personnel)***

Please provide enough information to facilitate the evaluation of the proposed personnel based on the minimum requirements listed in the terms of reference (Annex II, Section 6).

**D.      *Budget - A clear cost breakdown of all activities and elements to implement the services (this file should be submitted separately).***

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

*[Designation]*

*[Date]*

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<sup>1</sup> *Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes*

**ANNEX III**  
**REQUEST FOR INFORMATION (RFI) FROM CSO/NGO**



**1. INFORMATION REQUESTED**

Interested CSOs/NGOs are requested to fill out the below questionnaire, attaching supporting documentation where specifically requested. If you are an international NGO, please provide information and documentation relating to your permits and licenses for your local presence in this country.

Please note that attachments should be provided to support each answer to the questions. All questions must be answered directly and clearly. Extraneous information that are not directly responding to the questions will only constrain the ability of UNDP to positively assess the CSO/NGO's alignment with UNDP requirements.

Topic	Areas of Inquiry/ Supporting documentation	Documentation provided
1. Proscribed organizations	<p>1. <i>Is the CSO/NGO listed in the UN's list of proscribed organizations, UNDP Vendor Sanctions List, or indicted by the International or National Criminal Court?</i></p> <p>2. <i>Is the CSO/NGO banned by any other institution/governments? If, yes, please provide information regarding the institution/Government and reasons.</i></p>	
2. Legal status and Bank Account	<p>1. <i>Does the CSO/NGO have a legal capacity to operate, and does it comply with the legal requirements to register and operate as an NGO/CSO? <u>Please provide copies of all relevant documents evidencing legality of operations.</u></i></p> <p>2. <i>Does the CSO/NGO have a bank account? (Please Submit proof indicating latest date)</i></p>	
3. Certification/ Accreditation	<p><i>Is the CSO/NGO certified in accordance with any international or local standards (e.g., ISO), such as in:</i></p> <ul style="list-style-type: none"> <li>• Leadership and Managerial Skills</li> <li>• Project Management</li> <li>• Financial Management</li> <li>• Organizational standards and procedures</li> <li>• Other</li> </ul>	
4. Date of Establishment and Organizational Background	<p>1. <i>When was the CSO/NGO established?</i></p>	

	<p>2. <i>How has the CSO/NGO evolved since its establishment? (no more than 2 paragraphs)</i></p> <p>3. <i>Who are your main donor/ partners?</i></p> <p>4. <i>Please provide a list of all entities that the CSO/NGO may have an affiliation with.</i></p> <p>6. <i>In how many cities/provinces/regions/ countries do you have capacity to operate in? Please provide a complete list and indicate the size of the offices in each location.</i></p> <p>7. <i>Please provide evidence of possession of a global network of recognized professionals, researchers or academics in its field of expertise.</i></p>	
5. Mandate and constituency	<p>1. <i>What is the CSO/NGO's primary advocacy / purpose for existence?</i></p> <p>2. <i>What is the CSO/NGO's mandate, vision, and purpose? (no more than 2 paragraphs)</i></p> <p>3. <i>Is the CSO/NGO officially designated to represent any specific constituency?</i></p>	
6. Areas of Expertise	<p>1. <i>Does the CSO/NGO have expertise in any of the key areas identified above in this CFP?</i></p> <p>2. <i>What other areas of expertise does the CSO/NGO have?</i></p> <p>3. <i>Does the proposed list at least 5 projects that demonstrate the capability to conduct high-level research in line with the Accelerator Lab project's needs?</i></p> <p>4. <i>Does the CSO/NGO have experience working with creative industries in the context of economic and social development?</i></p>	





