



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 15 July 2021

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**Country:** Jamaica.

**Description of the assignment:** Provision of strategic business analysis services to the project team and partners to identify and support investments that deliver impact which are aligned to the SDGs and Vision 2030 Jamaica.

**Project name:** 00108943 - UN Joint SDG Fund

**Period of assignment/services (if applicable):** 48 working days over a 4-month period.

Proposals should be submitted by email to [procurement.jamaica@undp.org](mailto:procurement.jamaica@undp.org) no later than Wednesday, **29 July 2021 at 15:00 (Jamaica time, UTC /GMT -5)**, using the following subject line: **146993-2021 - Entrepreneurship Development Analyst**. **Offers received after the date and time will not be considered.**

Any request for clarification must be by standard electronic communication to the e-mail indicated above no later than three working days before the established closing date. The Procurement Unit of UNDP's Jamaica Country Office will respond by standard electronic mail and will send copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

This process is directed only to one individual. Any proposal received jointly by more than one individual, or a company, will be rejected. Likewise, all proposals from consultants involved in the elaboration of the present Terms of Reference will be rejected.

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### 1. BACKGROUND, SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK, REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

For detailed information, please refer to Annex 1.

### 2. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents /information in PDF format duly signed to demonstrate their qualifications:

**2.1 Cover Letter** explaining why you are the most suitable candidate for the advertised assignment.

**2.2 CV** including past experiences in similar projects and contact details of at least **three (3) professional references (e-mail and phone number)**.

**2.3 Technical Proposal** – shall include (a) detailed proposed strategy /methodology, work plan timeline; risks /limitations; and (b) detailed profile of the expertise of the consultant, especially as it relates to scope of work.

**2.4. Financial Proposal** (using template provided in **Annex 2**) – specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount for the specified tasks (e.g., costs related to data collection, capacity building events, public information session /launch, travel, and any other costs, including the number of anticipated workdays). Overall, the financial proposal shall include costs to deliver the work planned.

**2.5 Sample Work** – related to the understanding of Jamaica's entrepreneurship and innovation ecosystem.

**Please note: Email size should not exceed 4 Mb.**

### **3. FINANCIAL PROPOSAL**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e., whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e., upon delivery of the services specified in the TOR. To assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

#### **Travel:**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

### **4. EVALUATION**

For detailed information, please refer to Annex 4.

### **ANNEXES**

**ANNEX 1- TERMS OF REFERENCES (TOR)**

**ANNEX 2- OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY**

**ANNEX 3- MODEL OF INDIVIDUAL CONSULTANT CONTRACT & GENERAL TERMS AND CONDITIONS**

**ANNEX 4- EVALUATION CRITERIA**

*Terms of Reference***GENERAL INFORMATION**

Title:	Entrepreneurship Development Analyst
Type of Consultancy:	Individual consultancy
Project Name:	UN Joint SDG Fund
Reports to:	UNDP Programme Specialist
Duty Station:	Jamaica
Expected places of travel (if applicable):	Not applicable
Duration of assignment:	48 working days over 4-month period

**REQUIRED DOCUMENTATION FROM CONTRACTOR**

<input checked="" type="checkbox"/>	Letter of presentation highlighting main qualifications and experience relevant to this TOR
<input checked="" type="checkbox"/>	Detailed CV or P11 form
<input checked="" type="checkbox"/>	Completed Technical Proposal
<input checked="" type="checkbox"/>	Completed Financial Proposal
<input checked="" type="checkbox"/>	Sample Work

**I. BACKGROUND**

The Government of Jamaica (GoJ) has made significant strides in localizing and integrating the Sustainable Development Goals (SDGs) in its planning framework, as evidenced by the close alignment of the country's National Development Plan (NDP), Vision 2030 Jamaica, with the 2030 Agenda for Sustainable Development. The achievement of the country's four national goals as set out in Vision 2030 Jamaica requires among other things, an effective implementation framework buttressed by financing development priorities. The identification and mobilization of resources towards underfunded and priority sectors are a challenge globally, with a resource gap among developing countries of US\$2.5-3 trillion annually. The GoJ has identified the need for increased capacity to develop and utilize new and innovative financing mechanisms to advance the attainment of the country's development priorities. The

concept of Innovative finance has over the years become an increasingly important tool for developing countries like Jamaica. Using finance mechanisms such as Blue Bonds, Blended Finance and Impact Investing, countries are utilizing these instruments to help solve their development challenges.

The UNDP Jamaica Country Office continues to play an integral role in strengthening the capacity of the Government to develop, access and utilize innovative financing. Through the UN Joint SDG Fund, the UNDP is seeking to mobilize resources and technical expertise to support the country in catalyzing new sources of finance and financial innovations towards the achievement of the SDGs and Vision 2030. The proposed project will be developed and implemented jointly with the United Nations Children Fund (UNICEF). To this end, the Entrepreneurship Development Analyst is being engaged to support the development of a project concept to mobilize resources through the UN Joint SDG Fund which was established to support countries in accelerating progress towards the Sustainable Development Goals. The consultant will further be expected to provide technical advisory services towards the successful implementation of the UN Joint SDG funded programme if successful.

The consultant is expected to review the UN Joint SDG Fund: 1<sup>st</sup> Call on SDG Financing and the concept note template and provide strategic business analysis services to identify and support investments that delivers impact which are aligned to the SDGs and Vision 2030 Jamaica.

## II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES

### Scope of Work

The Entrepreneurship Development Analyst will provide strategic business analysis services to the project team and partners to identify and support investments that deliver impact which are aligned to the SDGs and Vision 2030 Jamaica. The analyst is required to have a deep understanding of Jamaica's entrepreneurship and innovation ecosystem; be able to work cross-functionally supporting UNICEF, UNDP and UNCDF delivering strategic analyses; and actionable insights to support the development of high impact social enterprises. The scope of works includes a full range of activities from identifying early-stage firms with the potential for achieving sustainable impact, coaching early-stage firms through the business development process, and helping them to navigate the complexities of a nascent financial market to securing early-stage financing to seed their ventures.

### Specific Duties and Responsibilities

#### Strategic Analysis:

- Support the synthesizing of insights from multiple research sources into a comprehensive Fund Strategy, which clearly identify the industry, sector, and segments with the most attractive potential of financial and development impact;
- Perform market research and collect primary and secondary data on sectors of interest, investment prospects, identifying market gaps and unserved or underserved market segments that can catalyze SDG achievement;
- Identify innovative alternatives for “Exit Strategies” given the constraints of the local market size and other limitations;
- Identify legal /regulatory, social, economic, market and competitive factors that support or restrict the success of the Joint Programme.

Impact Venture Studio (IVS) Business Model Design:

- Support the design and operational model to develop an impact venture studio to generate new start-ups designed to address the SDG (s) or support existing early-stage impact enterprises and SMEs better aligned their business models to support the achievement of the SDGs;
- Engage other business support organisation, angel investment networks, incubators, accelerators, and other business support organisations that can produce and deal flow of pre-screened impact enterprises that would be eligible for support by the Impact Venture Studio;
- Identify opportunities for strategic partnership with local and international corporations, to support technology transfer, access to talent, and expertise that would support the growth and scaling of the ventures developed by the Joint Programme;
- Undertake in-depth analysis and consultation with governmental agencies, international and foreign country development agencies, private, public and donor development activities to identify areas of potential synergies which could be leveraged to enhance the SDG Impact Investment Fund and the generation of a robust deal flow of investable ventures;
- Serve as a liaison between ecosystem enablers, the Joint Programme, and entrepreneurs to optimise the coordination of supporting initiatives to catalyze the achievement of the SDGs and Vision 2030 Jamaica.

Pipeline Development:

- Identify and engage with local entrepreneurs who have started impact enterprises which could be a potential pipeline project for the SDG Impact Fund;
- Support the implementation of business development processes by building relationships and partnerships with key stakeholders; identifying business needs; determining and carrying out necessary processes and practices; monitoring progress and results; recognizing and capitalizing on improvement opportunities and changes in the business environment;
- Conduct due diligence for potential investments to determine the state of investment readiness within the context of both financial and impact indicators;
- In collaboration with the UNCDF, support the valuations and packaging of confirmed pipeline ventures for investment;
- Develop a work plan for the completion of the strategic analysis, pipeline strategy map, and the business development activity required to produce at least nine (9) investable ventures by the end of the assignment.

**Expected Outputs and Deliverables**

<b>DELIVERABLES</b>	<b>ESTIMATED NUMBER OF WORKING DAYS</b>	<b>PROPOSED COMPLETION DEADLINE</b>	<b>CONTRACT PERCENTAGE</b>	<b>APPROVER</b>
<b><u>Deliverable 1:</u></b> Strategic Assessment Report with a detailed work plan for the completion of the work.	7 days	23 Jul 2021	10%	Programme Specialists
<b><u>Deliverable 2:</u></b> Project Pipeline Development Report.	8 days	09 Aug 2021	10%	Programme Specialists

<b><u>Deliverable 3:</u></b> Venture Studio Business Model and Operational Plan.	8 days	23 Aug 2021	20%	Programme Specialists
<b><u>Deliverable 4:</u></b> Business development report for at least nine (9) investable ventures.	7 days	6 Sep 2021	20%	Programme Specialists
<b><u>Deliverable 5:</u></b> Detail Investment Deck for at least 3 pipeline ventures.	10 days	20 Sep 2021	20%	Programme Specialists
<b><u>Deliverable 6:</u></b> Support drafting of the Final version of the Revised Joint Programme Document (JPD) Package Baseline and Results Framework.	8 days	01 Oct 2021	20%	Programme Specialists
	<b>48 days</b>		<b>100%</b>	

### III. WORKING ARRANGEMENTS

#### Institutional Arrangement

- a) Consultant will report directly to the Programme Specialist under the overall guidance of the Resident Representative, working closely with the UNDP Jamaica Programme Team and technical supervision of the Lead Project Developer.

#### Duration of the Work

- a) Consultant is expected to be engaged for an initial period of 48 working days over a two-month period;
- b) The anticipated start date for the consultancy is July 2021;
- c) UNDP and relevant partners will review and provide comments on deliverables within 3-5 business days of receipt of the deliverable.

#### Duty Station

- a) Jamaica

### IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

#### Academic Qualifications:

- Master's Degree or equivalent in Economics, Finance, or related field.

#### Experience, Competencies and Special Skills Requirement:

- Demonstrated experience in writing concisely and clearly on complex economic and financing topics (as evidenced by sample work);
- At least five (5) years of relevant experience in writing and researching on public and or/private sector finance;

- At least three (3) years' practical work experience using Lean Start Up Methodology, Business Model Design, Human Centered Design Thinking, Strategy, and Innovation;
- At least 3 years of relevant experience in writing and researching on entrepreneurship and innovation in the Caribbean;
- At least 2 years' experience developing investment projects locally or regionally;
- Demonstrated experiencing working with Government and Non-Government stakeholders;
- Demonstrated experience working in Small Island Developing States;
- Strong research and analytical skills;
- Experience with social and impact enterprise development would be an asset;
- 3-5 years' experience working in research and proposal writing with an emphasis on financing, and investment projects in the Region and Jamaica.

**IT Proficiency:**

- Proficiency with Microsoft Office, with proficiency in Microsoft Excel.

**Language Skills:**

- Fluent in English with excellent oral and written communication skills as evidenced from technical proposal.

**V. EVALUATION METHOD**

Individual consultants will be evaluated based on the following methodology: Cumulative analysis.

Using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive /compliant /acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight: 70%;

\* Financial Criteria weight: 30%.

Only candidates obtaining a minimum of 49 points would be considered for the Financial Evaluation.

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.**

**UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.**

**OFFEROR'S LETTER TO UNDP  
CONFIRMING INTEREST AND AVAILABILITY  
FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**

Date \_\_\_\_\_

Dear Sir/Madam  
United Nations Development Programme  
Regional Hub for Latin America and the Caribbean

Dear Sir/Madam:

I hereby declare that:

- A) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of **146993-2021 - Entrepreneurship Development Analyst**;
- B) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- C) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;
- D) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3;
- E) I hereby propose to complete the services based on the following payment rate:
  - A total lump sum of *[state amount in words and in numbers, indicating exact currency]*, payable in the manner described in the Terms of Reference.
- F) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- G) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- H) This offer shall remain valid for a total period of \_\_\_\_\_ days *[minimum of 90 days]* after the submission deadline;
- I) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office *[disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists];*
- J) If I am selected for this assignment, I shall *[please check the appropriate box];*



- Sign an Individual Contract with UNDP;
- Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

K) I hereby confirm that *[check all that applies]*:

- At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- I am currently engaged with UNDP and/or other entities for the following work:

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal:

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

- L) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.
- M) **If you are a former staff member of the United Nations recently separated, please add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.
- N) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

O) Are any of your relatives employed by UNDP, any other UN organization or any other public international organization?

YES  NO  If the answer is "yes", give the following information:

Name	Relationship	Name of International Organization

P) Do you have any objections to our making enquiries of your present employer?

YES  NO

Q) Are you now, or have you ever been a permanent civil servant in your government's employ?

YES  NO  If answer is "yes", WHEN?

R) REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.

Full Name	Full Address	Business or Occupation

S) Have you been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?

YES  NO  If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made on a Personal History form or other document requested by the Organization may result in the termination of the service contract or special services agreement without notice.

DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

NB. You will be requested to supply documentary evidence which support the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of UNDP.

**Annexes [please check all that applies]:**

- CV shall include Education/Qualification, Professional Certification, Employment Records /Experience
- Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- Brief Description of Approach to Work (if required by the TOR)

**BREAKDOWN OF COSTS<sup>1</sup>**  
**SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

**A) Breakdown of Cost by Deliverables\***

Deliverables	Percentage of Total Price (Weight for payment)	Amount <i>[Currency]</i>
1. Strategic Assessment Report with a detailed work plan for the completion of the work.	10%	
2. Project Pipeline Development Report.	10%	
3. Venture Studio Business Model and Operational Plan.	20%	
4. Business development report for at least nine (9) investable ventures.	20%	
5. Detail Investment Deck for at least 3 pipeline ventures.	20%	
6. Support drafting of the Final version of the Revised Joint Programme Document (JPD) Package Baseline and Results Framework	20%	
<b>Total</b>	<b>100%</b>	<b>USD .....</b>

*\*Basis for payment tranches*

**B) Breakdown of Cost by Components:**

Cost Components	Unit Cost	Quantity	Total Rate for the Contract Duration
<b>I. Personnel Costs</b>			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
<b>II. Travel<sup>2</sup> Expenses to Join duty station</b>			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
<b>III. Duty Travel</b>			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

<sup>1</sup> The costs should only cover the requirements identified in the Terms of Reference (TOR)

<sup>2</sup> Travel expenses are not required if the consultant will be working from home.

## UNITED NATIONS DEVELOPMENT PROGRAMME



**Contract for the services of  
an Individual Contractor**

No \_\_\_\_\_

This Contract is entered into on [insert date] between the United Nations Development Programme (hereinafter referred to as “UNDP”) and \_\_\_\_\_ (hereinafter referred to as “the Individual Contractor”) whose address is \_\_\_\_\_.

WHEREAS UNDP desires to engage the services of the Individual Contractor on the terms and conditions hereinafter set forth, and:

WHEREAS the Individual Contractor is ready and willing to accept this Contract with UNDP on the said terms and conditions,

NOW, THEREFORE, the Parties hereby agree as follows:

**1. Nature of services**

The Individual Contractor shall perform the services as described in the Terms of References which form an integral part of this Contract and are attached hereto as *Annex I* in the following Duty Station(s): \_\_\_\_\_.

**2. Duration**

This Individual Contract shall commence on [insert date], and shall expire upon satisfactory completion of the services described in the Terms of Reference mentioned above, but not later than [insert date], unless sooner terminated in accordance with the terms of this Contract. This Contract is subject to the General Conditions of Contract for Individual Contractors which are available on UNDP website at [www.undp.org/procurement](http://www.undp.org/procurement) and are attached hereto as *Annex II*.

**3. Consideration**

As full consideration for the services performed by the Individual Contractor under the terms of this Contract, including, unless otherwise specified, his/her travel to and from the Duty Station(s), any other travel required in the fulfillment of the Terms of Reference in Annex I, and living expenses in the Duty Station(s), UNDP shall pay the Individual Contractor a total of [currency] \_\_\_\_\_ in accordance with the table set forth below<sup>3</sup>. Payments shall be made following certification by UNDP that the services related to each Deliverable, as described below, have been satisfactorily performed and the Deliverables have been achieved by or before the due dates specified below, if any.

DELIVERABLE	DUE DATE	AMOUNT IN [CURRENCY]

If unforeseen travel outside the Duty Station not required by the Terms of Reference is requested by UNDP, and upon prior written agreement, such travel shall be at UNDP’s expense and the Individual Contractor shall receive a *per diem* not to exceed United Nations daily subsistence allowance rate in such other location(s).

Where two currencies are involved, the rate of exchange shall be the official rate applied by the United Nations on the day the UNDP instructs its bank to effect the payment(s).

**4. Rights and Obligations of the Individual contractor**

<sup>3</sup> For payments which are not output-based lump sum, indicate the maximum number of working days/hours/units, any out of pocket expense (travel, per diem...) and the corresponding fee/cost in the Deliverable (s) table.

The rights and obligations of the Individual Contractor are strictly limited to the terms and conditions of this Contract, including its Annexes. Accordingly, the Individual Contractor shall not be entitled to any benefit, payment, subsidy, compensation or entitlement, except as expressly provided in this Contract. The Individual Contractor shall be solely liable for claims by third parties arising from the Individual Contractor's own acts or omissions in the course of performing this Contract, and under no circumstances shall UNDP be held liable for such claims by third parties.

**5. Beneficiary**

The Individual Contractor selects \_\_\_\_\_ as beneficiary of any amounts owed under this Contract in the event of death of the Individual Contractor while performing services hereunder. This includes the payment of any service-incurred liability insurance attributable to the performance of the services for UNDP.

Mailing address, email address and phone number of beneficiary:

\_\_\_\_\_

Mailing address, email address and phone number of emergency contact (if different from beneficiary):

\_\_\_\_\_

IN WITNESS WHEREOF, the Parties hereto have executed this Contract.

**By signing below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract, including the General Conditions of Contracts for Individual contractors available on UNDP website at [www.undp.org/procurement](http://www.undp.org/procurement) and attached hereto in Annex II which form an integral part of this Contract, and that I have read and understood, and agree to abide by the standards of conduct set forth in the Secretary-General's bulletins ST/SGB/2003/13 of 9 October 2003, entitled "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" and ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission", and UNDP's policy on "Harassment, Sexual Harassment, Discrimination and Abuse of Authority" set forth in the Programme and Operations Policies and Procedures.**

The Individual Contractor has submitted a Statement of Good Health and confirmation of immunization.

**AUTHORIZING OFFICER:**  
**United Nations Development Programme**

**INDIVIDUAL CONTRACTOR:**

Name; \_\_\_\_\_

Name; \_\_\_\_\_

Signature; \_\_\_\_\_

Signature; \_\_\_\_\_

Date; \_\_\_\_\_

Date; \_\_\_\_\_



## **GENERAL CONDITIONS OF CONTRACT FOR THE SERVICES OF INDIVIDUAL CONTRACTORS**

**1. LEGAL STATUS:** The Individual Contractor shall have the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP), and shall not be regarded, for any purposes, as being either a “staff member” of UNDP, under the UN Staff Regulations and Rules, or an “official” of UNDP, for purposes of the Convention on the Privileges and Immunities of the United Nations, adopted by the General Assembly of the United Nations on 13 February 1946. Accordingly, nothing within or relating to the Contract shall establish the relationship of employer and employee, or of principal and agent, between UNDP and the Individual Contractor. The officials, representatives, employees or subcontractors of UNDP and of the Individual Contractor, if any, shall not be considered in any respect as being the employees or agents of the other, and UNDP and the Individual Contractor shall be solely responsible for all claims arising out of or relating to their engagement of such persons or entities.

### **2. STANDARDS OF CONDUCT:**

**(a) General:** The Individual Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of his or her obligations under the Contract. Should any authority external to UNDP seek to impose any instructions regarding the Individual Contractor’s performance under the Contract, the Individual Contractor shall promptly notify UNDP and shall provide all reasonable assistance required by UNDP. The Individual Contractor shall not take any action in respect of his or her performance of the Contract or otherwise related to his or her obligations under the Contract that may adversely affect the interests of UNDP. The Individual Contractor shall perform his or her obligations under the Contract with the fullest regard to the interests of UNDP. The Individual Contractor warrants that she or he has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Contract or the award thereof to any representative, official, employee or other agent of UNDP. The Individual Contractor shall comply with all laws, ordinances, rules and regulations bearing upon the performance of his or her obligations under the Contract. In the performance of the Contract the Individual Contractor shall comply with the standards of conduct set in the Secretary General’s Bulletin ST/SGB/2002/9 of 18 June 2002, entitled “Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Expert on Mission”. The Individual Contractor must comply with all security directives issued by UNDP.

**(b) Prohibition of Sexual Exploitation and Abuse, and Sexual Harassment:** Without limitation to the terms set forth in (a) above, in the performance of the Contract, the Individual Contractor shall comply with the standards of conduct set forth in the Secretary-General's bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse". In particular, the Individual Contractor shall not engage in any conduct that would constitute sexual exploitation or sexual abuse ("SEA"), as defined in that bulletin. Moreover, and without limitation to the application of other regulations, rules, policies and procedures, bearing upon the performance of the activities under the Contract, the Individual Contractor shall comply with the standards of conduct stated in UNDP's policy on "Harassment, Sexual Harassment, Discrimination, and Abuse of Authority" set forth in the Programme and Operations Policies and Procedures.

In the performance of the Contract, should sufficient information of prohibited conduct including but not limited to sexual harassment ("SH"), and/or SEA, against the Individual Contractor be brought to UNDP's attention, UNDP shall commence an investigation into the Individual Contractor's conduct in this regard in accordance with UNDP regulations, rules, policies and procedures. Should the allegations (i) be found to have been substantiated and (ii) should they constitute grounds for termination of this Individual Contract, even after the expiry or termination of the Individual Contract, where such prohibited conduct involves SH or SEA, the Individual Contractor's name will be placed into an internal United Nations' database which may affect the Individual Contractor's ability to work with/for the United Nations System in any capacity in the future.

**(c)** The Individual Contractor acknowledges and agrees that any breach of any of the provisions set forth in Article 2 (a) and (b) shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, shall give rise to grounds for suspension or termination of the Contract. In addition, nothing herein shall limit the right of UNDP to refer any alleged breach of the foregoing standards of conduct or any other terms of the Contract to the relevant national authorities for appropriate legal action.

**3. TITLE RIGHTS, COPYRIGHTS, PATENTS AND OTHER PROPRIETARY RIGHTS:** Title to any equipment and supplies that may be furnished by UNDP to the Individual Contractor for the performance of any obligations under the Contract shall rest with UNDP, and any such equipment and supplies shall be returned to UNDP at the conclusion of the Contract or when no longer needed by the Individual Contractor. Such equipment and supplies, when returned to UNDP, shall be in the same condition as when delivered to the Individual Contractor, subject to normal wear and tear, and the Individual Contractor shall be liable to compensate UNDP for any damage or degradation of the equipment and supplies that is beyond normal wear and tear.

UNDP shall be entitled to all intellectual property and other proprietary rights, including, but not limited to, patents, copyrights and trademarks, with regard to products, processes, inventions, ideas, know-how or documents and other materials which the Individual Contractor has developed for UNDP under the Contract and which bear a direct relation to, or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Individual Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UNDP. However, to the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Individual Contractor: (a) that pre-existed the performance by the Individual Contractor of his or her obligations under the Contract, or (b) that the Individual Contractor may develop or acquire, or may have developed or acquired, independently of the performance of his or her obligations under the Contract, UNDP does not and shall not claim any ownership interest thereto, and the Individual Contractor grants to UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract. At the request of UNDP, the Individual Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to UNDP in compliance with the requirements of the applicable law and of the Contract. Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents and all other data compiled by or received by the Individual Contractor under the Contract shall be the property of UNDP, shall be made available for use or inspection by UNDP at reasonable times and in reasonable places, shall be treated as confidential and shall be delivered only to UNDP authorized officials on completion of services under the Contract.

**4. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:** Information and data that are considered proprietary by either UNDP or the Individual Contractor or that are delivered or disclosed by one of them (“Discloser”) to the other (“Recipient”) during the course of performance of the Contract, and that are designated as confidential (“Information”), shall be held in confidence and shall be handled as follows. The Recipient of such Information shall use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser’s Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate, and the Recipient may otherwise use the Discloser’s Information solely for the purpose for which it was disclosed. The Recipient may disclose confidential Information to any other party with the Discloser’s prior written consent, as well as to the Recipient’s officials, representatives, employees, subcontractors and agents who have a need to know such confidential Information solely for purposes of performing obligations under the Contract. Subject to and without any waiver of the privileges and immunities of UNDP, the Individual Contractor may disclose Information to



the extent required by law, *provided that* the Individual Contractor will give UNDP sufficient prior notice of a request for the disclosure of Information in order to allow UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made. UNDP may disclose Information to the extent required pursuant to the Charter of the United Nations, resolutions or regulations of the General Assembly or its other governing bodies, or rules promulgated by the Secretary-General. The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder. These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract. Notwithstanding the foregoing, the Individual Contractor acknowledges that UNDP may, in its sole discretion, disclose the purpose, type, scope, duration and value of the Contract, the name of the Individual Contractor, and any relevant information related to the award of the Contract.

**5. TRAVEL, MEDICAL CLEARANCE AND SERVICE INCURRED DEATH, INJURY OR ILLNESS:** If the Individual Contractor is required by UNDP to travel beyond commuting distance from the Individual Contractor's usual place of residence, and upon prior written agreement, such travel shall be at the expense of UNDP. Such travel shall be at economy fare when by air.

UNDP may require the Individual Contractor to submit a "statement of good health" from a recognized physician prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. The Individual Contractor shall provide such a statement as soon as practicable following such request, and prior to engaging in any such travel, and the Individual Contractor warrants the accuracy of any such statement, including, but not limited to, confirmation that the Individual Contractor has been fully informed regarding the requirements for inoculations for the country or countries to which travel may be authorized.

In the event of death, injury or illness of the Individual Contractor which is attributable to the performance of services on behalf of UNDP under the terms of the Contract while the Individual Contractor is traveling at UNDP expense or is performing any services under the Contract in any offices or premises of UNDP, the Individual Contractor or the Individual Contractor's dependents, as appropriate, shall be entitled to compensation equivalent to that provided under the UNDP insurance policy, available upon request.

**6. PROHIBITION ON ASSIGNMENT; MODIFICATIONS:** The Individual Contractor may not assign, delegate, transfer, pledge or make any other disposition of the Contract, of any part thereof, or of any

of the rights, claims or obligations under the Contract except with the prior written authorization of UNDP, and any attempt to do so shall be null and void. The terms or conditions of any supplemental undertakings, licenses or other forms of Contract concerning any goods or services to be provided under the Contract shall not be valid and enforceable against UNDP nor in any way shall constitute a contract by UNDP thereto, unless any such undertakings, licenses or other forms of contract are the subject of a valid written undertaking by UNDP. No modification or change in the Contract shall be valid and enforceable against UNDP unless provided by means of a valid written amendment to the Contract signed by the Individual Contractor and an authorized official or appropriate contracting authority of UNDP.

**7. SUBCONTRACTORS:** In the event that the Individual Contractor requires the services of subcontractors to perform any obligations under the Contract, the Individual Contractor shall obtain the prior written approval of UNDP for any such subcontractors. UNDP may, in its sole discretion, reject any proposed subcontractor or require such subcontractor's removal without having to give any justification therefore, and such rejection shall not entitle the Individual Contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of his or her obligations under the Contract. The Individual Contractor shall be solely responsible for all services and obligations performed by his or her subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

**8. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS:** The Individual Contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNDP, nor shall the Individual Contractor, in any manner whatsoever, use the name, emblem or official seal of UNDP, or any abbreviation of the name of UNDP, in connection with his or her business or otherwise without the written permission of UNDP.

**9. INDEMNIFICATION:** The Individual Contractor shall indemnify, defend, and hold and save harmless UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to: (a) allegations or claims that the use by UNDP of any patented device, any copyrighted material or any other goods or services provided to UNDP for its use under the terms of the Contract, in whole or in part, separately or in combination, constitutes an infringement of any patent, copyright, trademark or other intellectual property right of any third party; or (b) any acts or omissions of the Individual Contractor, or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal

liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

**10. INSURANCE:** The Individual Contractor shall pay UNDP promptly for all loss, destruction or damage to the property of UNDP caused by the Individual Contractor, or of any subcontractor, or anyone directly or indirectly employed by them in the performance of the Contract. The Individual Contractor shall be solely responsible for taking out and for maintaining adequate insurance required to meet any of his or her obligations under the Contract, as well as for arranging, at the Individual Contractor's sole expense, such life, health and other forms of insurance as the Individual Contractor may consider to be appropriate to cover the period during which the Individual Contractor provides services under the Contract. The Individual Contractor acknowledges and agrees that none of the insurance arrangements the Individual Contractor shall, in any way, be construed to limit the Individual Contractor's liability arising under or relating to the Contract.

**11. ENCUMBRANCES AND LIENS:** The Individual Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNDP against any monies due to the Individual Contractor or to become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Individual Contractor.

**12. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:** In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Individual Contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual Contractor is thereby rendered unable, wholly or in part, to perform his or her obligations and meet his or her responsibilities under the Contract. The Individual Contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with the performance of the Contract. Not more than fifteen (15) days following the provision of such notice of force majeure or other changes in conditions or occurrence, the Individual Contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual Contractor of a reasonable extension of time in which to perform any obligations under the Contract or suspension thereof.

Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether

declared or not), invasion, revolution, insurrection, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the Individual Contractor. The Individual Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Individual Contractor must perform in or for any areas in which UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delay or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract

**13. TERMINATION:** Either party may terminate the Contract, in whole or in part, upon giving written notice to the other party. The period of notice shall be five (5) days in the case of contracts for a total period of less than two (2) months and fourteen (14) days in the case of contracts for a longer period. The initiation of conciliation or arbitral proceedings, as provided below, shall not be deemed to be a “cause” for or otherwise to be in itself a termination of the Contract. UNDP may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that: (a) the Individual Contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, applies for moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (b) the Individual Contractor is granted a moratorium or a stay or is declared insolvent; (c) the Individual Contractor makes an assignment for the benefit of one or more of his or her creditors; (d) a Receiver is appointed on account of the insolvency of the Individual Contractor; (e) the Individual Contractor offers a settlement in lieu of bankruptcy or receivership; or (f) UNDP reasonably determines that the Individual Contractor has become subject to a materially adverse change in financial condition that threatens to endanger or otherwise substantially affect the ability of the Individual Contractor to perform any of the obligations under the Contract. In the event of any termination of the Contract, upon receipt of notice of termination by UNDP, the Individual Contractor shall, except as may be directed by UNDP in the notice of termination or otherwise in writing: (a) take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum; (b) refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice; (c) deliver all completed or partially completed plans, drawings, information and other property that, if the Contract had been completed, would be required to be furnished to UNDP thereunder; (d) complete performance of the services not terminated; and (e) take any other action that may be necessary, or that UNDP may direct in writing, for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Individual Contractor and in which UNDP has or may be reasonably expected to acquire an interest.

In the event of any termination of the Contract, UNDP shall only be liable to pay the Individual Contractor compensation on a pro rata basis for no more than the actual amount of work performed to the satisfaction of UNDP in accordance with the requirements of the Contract. Additional costs incurred by UNDP as a result of termination of the Contract by the Individual Contractor may be withheld from any amount otherwise due to the Individual Contractor by UNDP.

**14. NON-EXCLUSIVITY:** UNDP shall have no obligation respecting, and no limitations on, its right to obtain goods of the same kind, quality and quantity, or to obtain any services of the kind described in the Contract, from any other source at any time.

**15. TAXATION:** Article II, section 7, of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the exemptions of the United Nations from such taxes, restrictions, duties or charges, the Individual Contractor shall immediately consult with UNDP to determine a mutually acceptable procedure. UNDP shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Individual Contractor acknowledges that UNDP will not issue any statements of earnings to the Individual Contractor in respect of any such payments

**16. AUDITS AND INVESTIGATIONS:** Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or by other authorized and qualified agents of UNDP. The Individual Contractor acknowledges and agrees that UNDP may conduct investigations relating to any aspect of the Contract or the award thereof, and the obligations performed thereunder.

The Individual Contractor shall provide full and timely cooperation with any post-payment audits or investigations hereunder. Such cooperation shall include, but shall not be limited to, the Individual Contractor's obligation to make available any relevant documentation and information for the purposes of a post-payment audit or an investigation at reasonable times and on reasonable conditions. The Individual Contractor shall require his or her employees, subcontractors and agents, if any, including, but not limited to, the Individual Contractor's attorneys, accountants or other advisers, to reasonably cooperate with any post-payment audits or investigations carried out by UNDP hereunder.

If the findings or circumstances of a post-payment audit or investigation so warrant, UNDP may, in its sole discretion, take any measures that may be appropriate or necessary, including, but not limited to, suspension

of the Contract, with no liability whatsoever to UNDP.

The Individual Contractor shall refund to UNDP any amounts shown by a post-payment audit or investigation to have been paid by UNDP other than in accordance with the terms and conditions of the Contract. Such amount may be deducted by UNDP from any payment due to the Individual Contractor under the Contract.

The right of UNDP to conduct a post-payment audit or an investigation and the Individual Contractor's obligation to comply with such shall not lapse upon expiration or prior termination of the Contract.

## **17. SETTLEMENT OF DISPUTES:**

**AMICABLE SETTLEMENT:** UNDP and the Individual Contractor shall use their best efforts to amicably settle any dispute, controversy or claim arising out of the Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law ("UNCITRAL"), or according to such other procedure as may be agreed between the parties in writing.

**ARBITRATION:** Any dispute, controversy or claim between the parties arising out of the Contract, or the breach, termination, or invalidity thereof, unless settled amicably, as provided above, shall be referred by either of the parties to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy or claim.

**18. LIMITATION ON ACTIONS:** Except with respect to any indemnification obligations in Article 9, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 17, above, arising out of the Contract must be commenced within three (3) years after the cause of action has accrued.

The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action.

**19. PRIVILEGES AND IMMUNITIES:** Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

## EVALUATION CRITERIA

## 1. Technical Evaluation

Only offerors who reach a minimum of 49 points will be considered RESPONSIVE and will continue to the final stage of financial evaluation of proposals.

<b>QUALIFICATION REQUIREMENTS AS PER TORs</b>	<b>MAX.POINTS</b>
<b>Relevance of Education /Degree</b>	
<ul style="list-style-type: none"> <li>• <i>Master's Degree or equivalent, in Economics, Finance, or Development.</i></li> </ul>	<i>Pass /Fail</i>
<b>Adequacy of Competencies for the Assignment</b>	
<ul style="list-style-type: none"> <li>• <i>At least 5 years of relevant experience in writing and researching on public and or /private sector finance.</i></li> </ul>	20
<ul style="list-style-type: none"> <li>• <i>At least three years' practical work experience using Lean Start Up Methodology, Business Model Design, Human Centered Design Thinking, Strategy, and Innovation.</i></li> </ul>	15
<ul style="list-style-type: none"> <li>• <i>Demonstrated experience in writing concisely and clearly on complex economic and financing topics (As evidenced by sample work in related field).</i></li> </ul>	10
<ul style="list-style-type: none"> <li>• <i>Demonstrated experience working with Government and Non-government stakeholders.</i></li> </ul>	10
<b>Assessment of Technical Proposal</b>	
<p><i>Technical Proposal should detail the consultant's approach to work based on the TOR. Points will be awarded based on:</i></p> <ul style="list-style-type: none"> <li>• <i>Clarity (3 points);</i></li> <li>• <i>Specificity (3 points);</i></li> <li>• <i>Language (3 points);</i></li> <li>• <i>Feasibility (3 points);</i></li> <li>• <i>Approach to work (3 points).</i></li> </ul>	15
<b>TOTAL</b>	<b>70 POINTS</b>



## 2. Financial Evaluation of Proposals

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal (daily rate offered). All other price proposals receive points in inverse proportion.

$$p = y (\mu/z)$$

Where:

**p** = points for the financial proposal being evaluated.

**y** = maximum number of points for the financial proposal.

**μ** = price of the lowest priced proposal.

**z** = price of the proposal being evaluated.