



REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM:	DATE: September 12, 2022
All interested and potential companies	REFERENCE: RFP/023/22 - Business process reengineering (BPR) of 9 certain public services of the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan.

Dear Sir / Madam:

We kindly request you to submit your Proposal for business process reengineering (BPR) of 9 certain public services of the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted **on or before: 30 September 2022, 6:00 pm local time (Tashkent)** via email, courier mail or fax to the address below:

United Nations Development Programme
Republic of Uzbekistan 4, Taras Shevchenko Street, Tashkent 100029
Tel: + 998 71 120-34-50, 120-61-67.
Fax: + 998 71 120-34-85
Procurement Unit, UNDP Uzbekistan
For email proposals: bids.uz@undp.org

Your Proposal must be expressed in the English or Russian language and valid for a minimum period of **90 calendar days after the date of Proposal submission.**

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

It shall remain your responsibility to ensure that your quotation will reach the address above on or before the deadline. Quotations that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your quotation by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

If you intended to submit your proposal by courier mail, consequently your proposal should be in sealed envelope with the following marking on the envelope:

"TO: UNDP Uzbekistan
ATTENTION: PROCUREMENT UNIT
SEALED QUOTATION ref:

RFP/023/22 - Business process reengineering (BPR) of 9 certain public services of the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan.

PROPOSER: [NAME AND ADDRESS OF YOUR COMPANY]"

DEADLINE: September 30, 2022, 6:00 pm local time (Tashkent)

"DO NOT OPEN"

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five percent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP indicated above - [How we buy | United Nations Development Programme \(undp.org\)](#).

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: [Procurement protest and vendor sanctions | United Nations Development Programme \(undp.org\)](#)

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsccl/conduct_english.pdf

Sincerely yours,
Procurement Unit, UNDP Uzbekistan
9/12/2022

Description of Requirements

Context of the Requirement	In the frame of the Technical Capacity Building component of the Programme on "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan"		
Implementing Partner of UNDP	Ministry of Justice of Uzbekistan		
Brief Description of the Required Services ¹	<p>The joint project of the Ministry of Justice of the Republic of Uzbekistan and the United Nations Development Program (UNDP): "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan" funded by the European Union aims to promote the expansion of service delivery provided by public institutions by expanding the scope of public services, integrating systems, improving the organizational structure and decentralized service delivery, strengthening strategic management tools and the necessary mechanisms to support these changes.</p> <p>Along with improving public service delivery mechanisms, the project contributes to improving the quality of life of vulnerable populations in rural areas, such as women, youth and children, the elderly and people with disabilities, by increasing their access to public services and improving the quality-of-service delivery.</p> <p>Equally, the project contributes to strengthening the participation of citizens in local decision-making processes and increasing their access to information, effectively increasing the transparency of the local government system and supporting various mechanisms to increase their accountability to the population.</p> <p>Thus, the goal of the project is closely related to the priorities of the reforms being implemented on the path of development of the Republic of Uzbekistan.</p> <p>According to the Work Plan of the project for 2022, the introduction of business process reengineering (BPR) of certain public services in the pension and benefit sector is envisaged. This activity is in line with paragraphs 1.1, 3.2 and 4.1 of the project document.</p> <p>Based on the research conducted by the project in the past period and the results of studying problematic public services that are in high demand among the population, as well as proposals from experts from the Ministry of Justice and the Off-budget Pension Fund under the Ministry of Finance, it was found expedient to reengineer the business processes of certain 9 public services provided by the Off-budget Pension Fund under Ministry of Finance for public services in 2022.</p>		
List and Description of Expected Outputs to be Delivered	No.	Results/reports	
	1.	Output 1 The detailed research plan, BPR methodology and draft questionnaires for surveys and interviews should be submitted to the UNDP project for approval.	
	2.	Output 2 Studying the experience of the European Union and other countries (at least 5	

¹ A detailed TOR is attached to the solicitation document.

		countries) in providing offline and online and composite and proactive electronic public services on pensions and benefits, recommendations for their implementation in Uzbekistan.	
	3.	Output 3 3.1. Final result/report on 9 selected public services provided by the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan 3.2. Draft legislative documents/regulations 3.3. Presentations 3.4. 1 article	
Person to Supervise the Work/Performance of the Service Provider	Programme Coordinator of Project		
Frequency of Reporting	As per TOR		
Progress Reporting Requirements	See section Results of the TOR		
Location of work	<input type="checkbox"/> Exact Address/es [pls. specify] <input checked="" type="checkbox"/> Home based/According to agreement of the parties		
Expected Business trips	Regions of Uzbekistan		
Expected duration of work	#	Results	Deadlines
	1.	Output 1 The detailed research plan, BPR methodology and draft questionnaires for surveys and interviews should be submitted to the UNDP project for approval.	20 calendar days upon signing contract by both parties
	2.	Output 2 Studying the experience of the European Union and other countries (at least 5 countries) in providing offline and online and composite and proactive electronic public services on pensions and benefits, recommendations for their implementation in Uzbekistan.	30 calendar days upon acceptance of the first output by UNDP
	3.	Output 3 3.1. Final result/report on 9 selected public services provided by the Off-	120 calendar days upon acceptance of the second output by UNDP

	budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan 3.2. Draft legislative documents/regulations 3.3. Presentations 3.4. 1 article	
Target start date	During 10 calendar days upon signing a contract by both parties	
Latest completion date	170 calendar days from the date of signing the contract for implementation of all outputs	
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required	
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required	
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars for foreign companies with a legal address and bank account outside Uzbekistan <input checked="" type="checkbox"/> Local Currency UZS for local companies registered in Uzbekistan	
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> Must be exclusive of VAT for foreign companies registered outside of Uzbekistan; <input checked="" type="checkbox"/> Must be inclusive of VAT for local companies registered in Uzbekistan (if registered as VAT payer);	
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 calendar days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.	
Partial Quotes	<input checked="" type="checkbox"/> Not permitted	

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

Payment Terms	Outputs	Percentage	Timing	Condition for Payment Release
	The payments shall be made to the banking account in the following order:			
	Output 1 The detailed research plan, BPR methodology and draft questionnaires for surveys and interviews should be submitted to the UNDP project for approval.	20 calendar days upon signing contract by both parties	20% will be paid within 30 days after acceptance	within thirty (30) calendar days from the date of fulfillment of the following conditions: a) Written acceptance document of outputs by UNDP; and b) Receipt of an invoice from the Service Provider
	Output 2 Studying the experience of the European Union and other countries (at least 5 countries) in providing offline and online and composite and proactive electronic public services on pensions and benefits, recommendations for their implementation in Uzbekistan.	30 calendar days upon acceptance of the first output by UNDP	20% will be paid within 30 days after acceptance	
	Output 3 3.1. Final result/report on 9 selected public services provided by the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan 3.2. Draft legislative documents/regulations 3.3. Presentations 3.4. 1 article	120 calendar days upon acceptance of the second output by UNDP	60% will be paid within 30 days after acceptance	
	Payment will be proceeded by output bases by bank transfer during 30 calendar days to the account of a Contractor in accordance with the Breakdown of Costs, upon completion of the works and following terms: a) A written document of acceptance by UNDP of each Output. b) Receiving of the invoice for payment of Vendor c) The signing by the parties of documents confirming the completion of the contractual obligations and the adoption of UNDP.			
Person(s) to review/inspect/ approve	Programme Coordinator of Project			

outputs/completed services and authorize the disbursement of payment																	
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services/Face sheet																
Criteria for Contract Award	<input checked="" type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.																
Criteria for the Assessment of Proposal	<p><u>Technical Proposal</u></p> <table><tr><td>#</td><td>Technical evaluation of proposal</td><td>%</td><td>Score</td></tr><tr><td>1</td><td>Expertise of the Firm</td><td>20%</td><td>20 points</td></tr><tr><td>2</td><td>Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan</td><td>30%</td><td>30 points</td></tr><tr><td>3</td><td>Management Structure and Qualification of Key Personnel.</td><td>50%</td><td>50 points</td></tr></table> <p>Contract will be awarded to the technical responsive offer proposed at the lowest price. Offers are not received the minimum pass score of 70% of technical proposal scores will be recognized as the proposal does not meet the technical requirements of the tender.</p>	#	Technical evaluation of proposal	%	Score	1	Expertise of the Firm	20%	20 points	2	Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan	30%	30 points	3	Management Structure and Qualification of Key Personnel.	50%	50 points
#	Technical evaluation of proposal	%	Score														
1	Expertise of the Firm	20%	20 points														
2	Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan	30%	30 points														
3	Management Structure and Qualification of Key Personnel.	50%	50 points														
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider Sub-contracting is not allowed. Service Providers must perform the entire scope of work on their own, without involving sub-contractors or experts.																
Annexes to this RFP ³	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Statement of interest (Annex 3) <input checked="" type="checkbox"/> Detailed TOR (Annex 4) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions ⁴ Applicable conditions are available at: How we buy United Nations Development Programme (undp.org)																

³ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁴ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Documents to be submitted	<p><input checked="" type="checkbox"/> Duly filled in Form as provided in Annex 1, and in accordance with the list of requirements in Annex 1;</p> <p><input checked="" type="checkbox"/> Profile – describing the nature of business, information about the company (5 pages max.) confirming the field of expertise, practical experience of the Offeror in the required area;</p> <p><input checked="" type="checkbox"/> Company's profile with detailed information (name of the company, address, contact details etc.) using form provided in Table 1 of Annex 2</p> <p><input checked="" type="checkbox"/> Declaration of owners' interest in other companies issued on company's letterhead duly signed and stamped (Part 1, Annex2);</p> <p><input checked="" type="checkbox"/> 3 copies of contracts for business process reengineering (BPR) in other countries successfully performed in the last 3 years;</p> <p><input checked="" type="checkbox"/> Contact information for client organizations in those countries is required using the form (Table 2, Appendix 2);</p> <p><input checked="" type="checkbox"/> Verified copy of Latest Business Registration Certificate and License;</p> <p><input checked="" type="checkbox"/> Verified copy of the page from the company's Charter where the information on company founders is provided;</p> <p><input checked="" type="checkbox"/> (a) Copy of Financial Reports, certified by a third party (tax agency or other authorized body), for the last 2 (two) years, OR (b) a bank statement from Offeror's bank, issued not more than 30 days prior the bid submission or quotation date, confirming that company has available or has access to liquid assets (an asset that can be readily converted into cash), to meet the construction/supply cash flow for the contract of not less than Offeror's bid value;</p> <p><input checked="" type="checkbox"/> Signed by owner's resumes and declaration of availability of involved specialists during the contract implementation period</p> <p><input checked="" type="checkbox"/> The service provider should provide a brief concept and implementation scheme for the tasks/methodology with a work schedule (5 pages max.) for detailed information please see Annex 2, A. Proposed Methodology for the Completion of Services.</p> <p>Failure to provide any of the above-specified documents will serve as a ground for disqualifying the Offeror from the tender by declaring it as technically non-compliant.</p>
Eligibility Criteria	<p><input checked="" type="checkbox"/> Responsiveness to the minimum technical criteria.</p> <p><input checked="" type="checkbox"/> The availability of the required personnel for the successful completion of works.</p> <p><input checked="" type="checkbox"/> Experience in business process reengineering (BPR) in other countries for at least 3 years (at least 3 (three) studies).</p> <p><input checked="" type="checkbox"/> Strong financial position: (a) Liquidity ratio for the last two years not less than 1, if financial reports were presented, OR (b) Confirmation from the bank regarding strong financial standing.</p> <p><input checked="" type="checkbox"/> Demonstrated availability of a permanent office reachable via landline telephone and permanent staff of at least 5 persons.</p>

<p>Contact Person for Inquiries</p> <p>(Written inquiries only)⁵</p>	<p>Procurement Unit</p> <p>+998 71 1203485/ pu.uz@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
<p>Other Information (other requirements)</p>	<p>Offers submitted by two (2) or more Offerors shall all be rejected if they are found to have <u>any</u> of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or e) influence on the Offer of, another Offerer regarding this RFQ process; f) they are subcontractors to each other's Offer, or a subcontractor to one Offer also submits another Proposal under its name as lead Offerer; or an expert proposed to be in the team of one Offerer participates in more than one Offer received for this RFP process. This condition does not apply to subcontractors being included in more than one Offer.

⁵ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

EVALUATION OF PROPOSALS

UNDP shall examine the Proposal to confirm that all terms and conditions under the UNDP General Terms and Conditions and Special Conditions have been accepted by the Proposer without any deviation or reservation.

The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other documentation provided, applying the evaluation criteria, sub-criteria, and point system specified in the **RFP**. Each responsive Proposal will be given a technical score. A Proposal shall be rendered non-responsive at this stage if it does not substantially respond to the RFP particularly the demands of the Terms of Reference, which also means that it fails to achieve the minimum technical score indicated in the **RFP**. Absolutely no changes may be made by UNDP in the criteria; sub-criteria and point system indicated in the **RFP** after all Proposals have been received.

Evaluation forms for technical proposals are given below. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

Form 1: Expertise of the Company

Form 2: Methodology -Proposed Work Plan and Approach

Form 3: Management Structure and Key Personnel

Technical Proposal Evaluation <u>Form 1</u>		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Expertise of the Company							
1.1	Experience in business process reengineering (BPR) in other countries for at least 3 years (at least 3 (three) studies) <ul style="list-style-type: none">Over 6 studies of a similar scale in other countries- 20 points;From 3 to 5 studies - 15 points;Less than 3 studies in other countries is not acceptable	20					
Total Part 1		20					

Technical Proposal Evaluation		Points Obtainable	Company / Other Entity				
Form 2			A	B	C	D	E
Methodology – Proposed Work Plan and Approach							
2.1	Is the brief information of task well defined and does it correspond to the TOR? <ul style="list-style-type: none">• Perfect – 13 points;• Good – 10 points;• Satisfactory – 7 points;• Poor – 4 points;• Very poor – 1 point;	13					

2.2	To what degree does the Proposer understand the task and effective method of its provision? <ul style="list-style-type: none"> • Perfect – 13 points; • Good – 10 points; • Satisfactory – 7 points; • Poor – 4 points; • Very poor – 1 point; 	13					
2.3	Implementation plan and time <ul style="list-style-type: none"> • Perfect – 4 points; • Good – 2 points; • Satisfactory – 1 point; 	4					
Total Part 2		30					

Technical Proposal Evaluation			Points Obtainable		Company / Other Entity				
Form 3					A	B	C	D	E
Management Structure and Key Personnel.									
CVs demonstrating qualifications must be submitted. Moreover, a written confirmation from each personnel that they are available for the entire duration of the contract.									
3.1	Lead Manager/expert on BPR, responsible for the overall management of the research:								
3.1.1	Bachelor's degree or equivalent in social, pension/benefits, finance, business administration, public policy, economics, law, or other related field.	1							
3.1.2	3 years of experience as a Manager/Team Leader and 3 years of experience in BPR in different countries <ul style="list-style-type: none">• More than 5 years – 5 points;• From 3 to 4 years – 3 points;	5							
3.1.3	Good knowledge and understanding of the system of public administration, public services and legislation of Uzbekistan. <ul style="list-style-type: none">• 3 and more studies of relevant above-mentioned requirement – 3 points;• From 1 to 2 studies – 1 point;	3							
3.1.4	Language skills: Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.	1							
	Subtotal	10							
3.2	Specialist in the field of BPR, law and public administration:								

3.2.1	Bachelor's degree or equivalent in finance, social security, pension/benefits, law, public administration, management, economics, or other relevant field	1					
3.2.2	At least 3 years of experience in BPR, law and public administration <ul style="list-style-type: none"> • More than 5 years – 4 points; • From 3 to 4 years – 3 points; • Less than 3 years is not acceptable 	4					
3.2.3	Good knowledge and understanding of law and public administration system and legislation in Uzbekistan. <ul style="list-style-type: none"> • More than 1 study of relevant above-mentioned requirement – 2 points; • Less than 1 study is not acceptable 	2					
3.2.4	Language skills: Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.	1					
	Subtotal	8					
3.3	Specialist in the field of BPR, social/finance, decentralization and openness in public organizations						
3.3.1	Bachelor's degree or equivalent in finance, social security, pension/benefits, law, public administration, management, economics, or other relevant field	1					
3.3.2	3 years of experience in the field of BPR, social/finance, decentralization and openness in public organizations. <ul style="list-style-type: none"> • More than 5 years – 4 points; • From 3 to 4 years – 3 points; 	4					
	Good knowledge and understanding of social finance, public administration system and legislation, decentralization and their openness in Uzbekistan <ul style="list-style-type: none"> • More than 1 study of relevant above-mentioned requirement – 2 points; • Less than 1 study is not acceptable 	2					
3.3.3	Language skills: Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.	1					
	Subtotal	8					

	Specialist in BPR, the development of legal documents and administrative procedures (regulations/standards) in the field of assigning pensions and benefits						
	Higher education (minimum bachelor's degree or equivalent): majoring in journalism/international relations/marketing/social sciences	1					
	3 years of experience in BPR, the development of legal documents and administrative procedures (regulations/standards) in the field of assigning pensions and benefits <ul style="list-style-type: none"> • More than 5 years – 4 points; • From 3 to 4 years – 3 points; 	4					
	Good knowledge and understanding of normative legal documents and administrative procedures (regulations/standards) in the field of pensions and benefits in Uzbekistan. <ul style="list-style-type: none"> • More than 1 study of relevant above-mentioned requirement – 2 points; • Less than 1 study is not acceptable 	2					
	Language skills: Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.	1					
	Subtotal	8					
	Specialist in BPR, ICT and digitization						
	Bachelor's degree or equivalent in Information technology, finance, social, pension/benefits, law, public administration, economics or other such related field.	1					
	At least 3 years of experience in BPR and IT. <ul style="list-style-type: none"> • More than 5 years – 4 points; • From 3 to 4 years – 3 points; 	4					
	Good knowledge and understanding of information technology and digitalization issues in Uzbekistan. <ul style="list-style-type: none"> • More than 1 study of relevant above-mentioned requirement – 2 points; • Less than 1 study is not acceptable 	2					
	Language skills: Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.	1					
	Subtotal	8					

	Specialist in BPR, working with citizens, private sector and NGOs in communications, marketing, advertisement and PR						
	Higher education (minimum bachelor's degree or equivalent): majoring in journalism/international relations/marketing/social sciences	1					
	At least 3 years of experience in BPR, working with citizens and in the field of PPP <ul style="list-style-type: none"> • More than 5 years – 4 points; • From 3 to 4 years – 3 points; 	4					
	Good knowledge and understanding of issues related to government organizations, the private sector, NGOs and citizen relations in Uzbekistan. <ul style="list-style-type: none"> • More than 1 study of relevant above-mentioned requirement – 2 points; • Less than 1 study is not acceptable 	2					
	Language skills: Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.	1					
	Subtotal	8					
	Total Part 3	50					
	Total Parts 1,2,3	100					

The overall evaluation score will be based on a combination of the technical score and the lowest price quote. The evaluation method that applies for this RFP shall be as indicated in the **RFP**. Offers are not received the minimum pass score of 70% of technical proposal scores will be recognized as the proposal does not meet the technical requirements of the tender.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁶*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁷)*

[insert: Date]

To: UNDP Uzbekistan

We, the undersigned, hereby offer UNDP the following services in accordance with the requirements specified in **RFP** and all its annexes, as well as the General Terms and Provisions of UNDP contracts. We confirm that we have read, understood and accept the requirements and terms of the terms of reference describing our duties and responsibilities under this RFP, as well as the general UNDP terms and conditions under the contract.

We agree to abide by the terms of this commercial offer within **90 calendar** days from the deadline specified in the request for the submission of the offer; it remains binding and can be accepted at any time before the expiration of this period. We hereby declare that:

(a) All information and statements presented in this tender offer are true, and we agree that any incorrect information contained in it may lead to our disqualification;

(b) At present, we are not included in the UN register which includes companies that are not entitled to supply, and other similar lists of other UN agencies, and we are in no way connected with any companies or persons included in the UN Security Council Committee Consolidated List 1267/1989.

(c) We are not at the stage of unfinished bankruptcy and we have no lawsuits or claims that could adversely affect our work as an operating enterprise;

(d) We do not employ people who work or have recently worked for the UN or UNDP, and we do not plan to hire such persons.

We are aware that your organization reserves the right to accept or reject any of the proposals received, is not responsible for such actions and does not undertake to inform the supplier of their reasons without a request from us:

A. Qualifications of the Service Provider

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

a) Profile – describing the nature of business, information about the company (5 pages max.) confirming the field of expertise, practical experience of the Offeror in the required area.

⁶ This serves as a guide to the Service Provider in preparing the Proposal.

⁷ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

b) The company's charter should include the right and other permits to provide the service, Registration Papers, Tax Payment Certification, etc.

d) 3 copies of contracts for business process reengineering (BPR) in other countries successfully performed in the last 3 years.

e) A copy of Latest Business Registration Certificate and License verified by signature of authorized person and stamp.

B. Proposed Methodology for the Completion of Services

The service provider should provide a step-by-step concept and implementation scheme for the tasks/methodology with a work schedule (10 pages max.), describe how it will meet the RFP requirements with a detailed description of the main performance characteristics of the work, reporting mechanisms and quality assurance, and rationale for the proposed methods in the context of local conditions and the type of work.

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide:

- Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- CVs demonstrating qualifications must be submitted if required by the RFP; and
- Written confirmation from each personnel that they are available for the entire duration of the contract.
- Copy of diplomas, certificates, as required by UNDP.

D. Cost Breakdown per Deliverable*

Out put s	Activity/Output	Payment Structure	Price ____ (indicate currency) (The total amount)
1.	Result No. 1 The detailed research plan, BPR methodology and draft questionnaires for surveys and interviews should be submitted to the UNDP project for approval.	20%	
2.	Result No. 2 Studying the experience of the European Union and other countries (at least 5 countries) in providing offline and online and composite and proactive electronic public services on pensions and benefits, recommendations for their implementation in Uzbekistan.	20%	
3.	Result No. 3 3.1. Final result/report on 9 selected public services provided by the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan 3.2. Draft legislative documents/regulations 3.3. Presentations 3.4. 1 article	60%	
	TOTAL	100%	

	V. VAT (if applicable for companies registered in the Republic of Uzbekistan)		
<p>Payment will be proceeded by output bases by bank transfer to the account of a Contractor in accordance with the Breakdown of Costs, upon completion of the works and following terms:</p> <ol style="list-style-type: none"> 1. A written document of acceptance by UNDP of Outputs 1, 2 and 3. 2. Receiving of the invoice for payment of Vendor 3. The signing by the parties of documents confirming the completion of the contractual obligations and the adoption of UNDP. 			

Note:

**This shall be the basis of the payment tranches, whether there are discrepancies between the total amount specified in tables D and E, in that case the price rate indicated in table (D) will be prevalent.*

** All direct and indirect expenses and the cost of the work specialists related to the development of strategy are to be included in the bid.*

Cost Breakdown by Cost Component:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services of attracted Expertise				
a. Expertise Services 1				
b. Expertise Services 2				
2. Services from Overseas (if required)				
a. Expertise Services 1				
b. Expertise Services 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance including accommodation				
III. Other Direct Related Costs (translation, printing and other)				
IV. Overhead expenses (no more 3,5%)				
V. VAT (if applicable for companies registered in the Republic of Uzbekistan)				

Name and signature of authorized person]

[Position]

[Date]

[Stamp of the company]

Part 1: DECLARATION OF INTEREST

Dear Sir/Madam,

We/I, _____ (Name and Title), as Director/Founder of _____ Company, declare that:

(a) Have no financial and other interests in, association or relationship with, are not employed and do not have relatives (i.e. spouse, parents, children or siblings) employed by the United Nations Development Programme (UNDP) or the Government of Uzbekistan that announced the tender; and do not have access to information about, or influence on the selection process for this tender;

(b) Have no common controlling partner, director, shareholder, legal representative for the purposes of this tender with any other entity submitting its Quotation under this tender; are not subcontracting or are subcontractors to other entities for the purposes of this tender; and that the experts proposed in the team do not participate in more than one Quotation for this tender;

(c) Are not involved in activities that could have an impact on the objectivity and independence of the Contractor's team in carrying out its duties under the contract or can affect the image of the United Nations and the Government of Uzbekistan.

We certify that the information stated is true, correct and complete to the best of our knowledge and belief. We are obliged to comply with all requests for additional information, documentation, clarification and/or verification concerning the Declaration of Interest statement.

All other information that we have not provided automatically implies our full compliance with the requirements, terms and conditions of the tender.

We declare that we are not in the UN Security Council 1267/1989 List, UN Procurement Division List or other UN Ineligibility List.

Name and signature of authorized person]

[Position]

[Date]

[Stamp of the company]

TABLE 1: COMPANY PROFILE

Part 3: COMPANY PROFILE 1. Offeror's Legal Name [insert Offeror's legal name]		
2. In case of Joint Venture (JV), legal name of each party: [insert legal name of each party in JV]		
3. Actual or intended Country/ies of Registration/Operation: [insert actual or intended Country of Registration]		
4. Year of Registration in its Location: [insert Offeror's year of registration]		
5. Countries of Operation	6. No. of permanent staff in each Country	7. Years of Operation in each Country
8. Legal Address/es in Country/ies of Registration/Operation: [insert Offeror's legal address in country of registration]		
9. Value and Description of Top 3 (three) Biggest Contracts for the past 3 (years) years		
10. Latest Credit Rating (Score and Source, if any)		
11. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
12. Offeror's Authorized Representative Information Name: [insert Authorized Representative's name] Address: [insert Authorized Representative's Address] Telephone/Fax numbers: [insert Authorized Representative's telephone/fax numbers] Email Address: [insert Authorized Representative's email address]		
13. Are you in the UNPD List 1267.1989 or UN Ineligibility List? <input type="checkbox"/> YES or <input type="checkbox"/> NO		

Name and signature of authorized person]

[Position]

[Date]

[Stamp of the company]

TABLE 2: PERFORMANCE OF SIMILAR CONTRACTS. *

Name of delivered goods	Terms of the contract (year, month)	Cost of work	Customer (Company name, full name of the contact person, telephone)

*Requires at least two similar contracts during last 3 years on supply of machinery (including field and sport equipment).

[Name and signature of authorized person]

[Position]

[Date]

[Stamp of the company]

ANNEX 4

TERMS OF REFERENCE (TOR)

**Joint Project of Public Service Agency under the Ministry of Justice of the Republic of Uzbekistan and
UNDP Uzbekistan "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan"
financed by the EU**

**I. PROJECT SUBJECT: Business process reengineering (BPR) of 9 certain public services of
the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan.**

II. BASIC INFORMATION

The joint project of the Ministry of Justice of the Republic of Uzbekistan and the United Nations Development Program (UNDP): "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan" funded by the European Union aims to promote the expansion of service delivery provided by public institutions by expanding the scope of public services, integrating systems, improving the organizational structure and decentralized service delivery, strengthening strategic management tools and the necessary mechanisms to support these changes.

Along with improving public service delivery mechanisms, the project contributes to improving the quality of life of vulnerable populations in rural areas, such as women, youth and children, the elderly and people with disabilities, by increasing their access to public services and improving the quality of service delivery.

Equally, the project contributes to strengthening the participation of citizens in local decision-making processes and increasing their access to information, effectively increasing the transparency of the local government system and supporting various mechanisms to increase their accountability to the population.

Thus, the goal of the project is closely related to the priorities of the reforms being implemented on the path of development of the Republic of Uzbekistan.

According to the Work Plan of the project for 2022, the introduction of business process reengineering (BPR) of certain public services in the pension and benefit sector is envisaged. This activity is in line with paragraphs 1.1, 3.2 and 4.1 of the project document.

Based on the research conducted by the project in the past period and the results of studying problematic public services that are in high demand among the population, as well as proposals from experts from the Ministry of Justice and the Off-budget Pension Fund under the Ministry of Finance, it was found expedient to reengineer the business processes of certain 9 public services provided by the Off-budget Pension Fund under Ministry of Finance for public services in 2022.

PURPOSE OF THE RESEARCH:

The purpose of the research is to develop proposals based on business process reengineering (BPR) methods in order to improve the quality of the provision of 9 public services provided by the Off-budget Pension Fund under the Ministry of Finance.

Research object:

- The Off-budget Pension Fund under the Ministry of Finance.

9 certain public services:

- assignment of old-age pension;
- assignment of benefits;
- assignment of disability pension of I and II groups;
- assignment of disability benefits to persons with disabilities of groups I and II, without work experience, regardless of age;
- assignment of survivors pensions;
- assignment of benefits to disabled family members who are dependent on a person who is not entitled to receive a state pension;
- assignment of benefits to persons over 18 years of age with childhood disabilities;
- assignment of benefits to mothers who have (had) children with disabilities since childhood;
- payment of pensions and benefits.

Pilot regions:

- Tashkent region, Yangiyol district
- Navoiy region, Navoiy city
- Tashkent city, Mirabad district

III. OBJECTIVES OF THE RESEARCH:

The research objectives are as follows:

A comprehensive study of the procedure and practice for the provision of public services for the payment of pensions and benefits to citizens in Uzbekistan and the development of proposals that can be implemented in Uzbekistan based on the relevant best practices of foreign countries. In particular, it is recommended to study the following issues in the provision of public services for the payment of pensions and benefits:

- 1) Analysis of the regulatory legislation on public services, inventory of legislative documents, proposals for their improvement, drafts of new legal acts and regulations on public services, amendments and additions to them.
- 2) For the purpose of high-quality and fast provision of public services on a client-oriented principle, optimization and improvement of business processes, identification and simplification of redundant and repetitive procedures and complex operations, reduction of costs and duration, as well as automation and digitalization of pension provision and development of a new schemes of business modeling of public services for the provision of public services for the purpose of benefits.
- 3) Development of recommendations for digitalization and automation of public services, electronic mechanisms for data exchange and integration between the Public Services Centers and the Unified Interactive Portal of Public Services and the Pension Fund and other organizations of public services, as well as the introduction of new information systems and innovative technologies, in particular, the creation of a large database, the use of technologies Artificial intelligence, Blockchain and the Internet of Things,

the provision of public services in a combined and proactive electronic form.

- 4) Development of recommendations for attracting private and non-governmental organizations to the provision of public services through public-private partnerships, outsourcing and other mechanisms.
- 5) Studying the best practices of foreign countries in the field of scientific research and developing recommendations for their implementation in Uzbekistan.
- 6) Development of specific proposals for the digitization of documents required for the assignment of pensions by ministries and departments.
- 7) Development of specific proposals for the stages in business processes to identify and eliminate problems in the system for assigning and paying pensions and benefits.
- 8) Development of a specific proposal to improve the system of internal control over the correctness of the assignment of a pension.

DELIVERABLES:

ACTIVITY	OUTCOME	DEADLINE	SCOPE
<u>Preparatory works:</u> <ul style="list-style-type: none"> a detailed plan of the research implementation; formation of a working group; a methodology of BRP; questionnaires for surveys and interviews; legislative documents and regulations on the provision of public services in the field of pensions and benefits; analytical materials on international experience. 	An analytical report on the results of BPR should include the followings: <ul style="list-style-type: none"> a detailed plan of the research implementation; a methodology of BRP (3-4 pages); Draft questionnaires for surveys and interviews are submitted to the UNDP project for approval. 	20 calendar days from the date of signing the contract by both parties	20%
	Analytical document (20-30 pages), consisting of a study of the experience of the European Union and other countries (at least 5 countries) in the provision of public services for the assignment of pensions and benefits offline/online in a composite and proactive electronic form, as well as recommendations for their implementation in Uzbekistan.	30 calendar days from the date of acceptance of the first output by UNDP	20%
<u>Local activities:</u> <ul style="list-style-type: none"> conducting interviews with employees of the Pension Fund (at least 20 specialists, at least 25% of them women); conducting surveys among users of public services - residents, non-governmental non-profit organizations, other organizations, municipalities, representatives of the private sector, experts, etc. (150 people from each region and at least 30% of them must be women, 	<u>Reports:</u> <ul style="list-style-type: none"> a final analytical report on BPR, summary, table of proposals on problems and their solution; draft legislative documents/regulations; presentations; 1 article. 	120 calendar days from the date of acceptance of the second output by UNDP	60%
	The final analytical report on BPR must include the following: 1. Inventory of the legislative documents of 9 public services on pensions and benefits, making proposals for improvement and introducing new legal documents/draft regulations/additions and amendments. Including following public services: <ul style="list-style-type: none"> assignment of old-age pension; assignment of benefits; 		

<p>and 10% - representatives of vulnerable populations - pensioners, youth, people with disabilities);</p> <ul style="list-style-type: none"> • conducting at least 9 consumer evaluations using the “anonymous client” method in relevant areas for certain public services; • discussions with working groups and experts; • conducting interviews with the relevant ministries and agencies that provide information (on the possibilities of providing information, incomplete or non-existent cases, late submission and other cases) (at least 20 experts, at least 25% of whom are women). 	<ul style="list-style-type: none"> • assignment of disability pension of I and II groups; • assignment of disability benefits to persons with disabilities of groups I and II, without work experience, regardless of age; • assignment of survivors pensions; • assignment of benefits to disabled family members who are dependent on a person who is not entitled to receive a state pension; • assignment of benefits to persons over 18 years of age with childhood disabilities; • assignment of benefits to mothers who have (had) children with disabilities since childhood; • payment of pensions and benefits. <p>2. Conducting interviews with employees of the Pension Fund (at least 20 specialists, at least 25 percent women) and employees of relevant ministries and agencies providing information (at least 20 specialists, at least 25 percent women) and conducting surveys with service users on 9 selected services on pensions and benefits. In the course of conversations with specialists, the following areas and topics should be highlighted:</p> <ul style="list-style-type: none"> - the legal framework for the provision of services (legal documents and decisions) and internal documents (standards, regulations, rules) are adequate, what elements are missing, what rules need to be developed to fill the gaps, appropriate changes, clarification of legal documents and identify other solutions; - how well the service is systematized, user satisfaction, ease of use, accuracy, speed, as well as front and back office activities, their role, structures involved and their functions, division of tasks, cooperation with other organizations, use of ICT, transparency (corruption risk level and conflict of interest); - processes of standardization of selected services (review of application, consideration of the submitted documents, method of requesting information from ICT systems - electronic, paper, real-time search and regularity of document exchange, scanning documents, drafting a decision, making a decision, confirming the decision, signing the decision, sending the decision to the client), time allotted for this process and responsible structures/organizations, processes for fulfilling administrative requirements for selected services, criteria for obtaining a service (specific requirements, number of documents), documents required for making a decision, and ways to obtain them (from the applicant, receipt from the interdepartmental database and other organizations), the timing and speed of the provision of services, compliance with deadlines, the number of applications, channels for the provision of services; 		
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	<ul style="list-style-type: none"> - service channels (intermediary channels used to receive and respond to requests from clients (decisions, documents), personal visits to the back/front office, mobile services, electronic services); - steps in each procedure and process, level and clarity of information about the service, covering all aspects of the service, including documents required from the client, terms, cost, materials (application, documents), payments, front/back office location, decision-making procedures, efficiency (efficient use of resources - costs aimed at the optimal allocation of finance, personnel, technology, etc.), transparency, accountability, etc.; - opportunities and needs for the use of information technology, digitization of archives and other documents and automation of processes, as well as the creation of an electronic service platform (means/tools: computers, scanners, modems, servers, information systems, database, new buildings and specially equipped premises, enough space for equipment, personnel, etc.), use of the Internet and data transmission via the Internet, the procedure for processing and exchanging data, the procedure and possibilities for obtaining data from the state register and other information systems, online payment; - the quality of certain services, the possibility of their use, as well as key performance indicators (KPI); - satisfaction with mutual cooperation of employees involved in the provision of services, and its assessment; service quality indicators; service availability indicators; - the possibility of using a client-oriented approach, informing about the service (posters, leaflets, consultants, Internet advertising, mass media), electronic queue, service assessment options (surveys, automatic assessment methods, post-service calls); - conditions and possibilities of providing services to representatives of vulnerable populations; - satisfaction of customer needs, including customer segmentation; - the possibility of using feedback channels to achieve customer satisfaction; - personnel management based on skills in the field of human resources, the possibilities of personnel policy, open and transparent recruitment based on an assessment of staffing needs, determination of motivation indicators (KPI), number of staff, costs, working hours, communication with clients, specialization of employees and division of functions, level current knowledge and skills (key, professional, practical) of employees, coaching, learning mechanism, trainings. <p>3. Conducting an assessment by "Anonymous clients" of 9 selected public services for the assigning of pensions and benefits. Based on the results of the assessment, consumer</p>		
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<p>surveys, interviews with front office and back office employees, the development of a new scheme aimed at simplifying the provision of public services, improving deadlines, optimizing business processes, digitizing documents and automating processes. Development of relevant recommendations and proposals regarding consumer requirements for public services and problems in meeting requirements, corruption and other risks, repetitive and redundant processes and determining their causes.</p> <p>4. Elimination of deficiencies identified during the analysis and the main conditions and causes of their occurrence, elimination of corruption and other risks, repetitive and redundant procedures, inconsistencies. Development of new schemes for the provision of public services, taking into account local conditions and opportunities.*</p> <p>5. Conducting an analysis of the relationship of the Pension Fund with the territorial departments of other ministries and departments, state companies, regional and district authorities and providing recommendations and proposals for the elimination of duplicating functions.</p> <p>6. Digitization of documents and automation of processes, the introduction of new information systems and the use of innovative technologies in order to improve the system for the provision of public services in the field. Including the formation of a large database, the use of artificial intelligence, the Internet of Things, Blockchain and other advanced technologies, the development of proposals for the integration of mechanisms and the integration of electronic data exchange between the Public Service Centers and the Unified Interactive Public Services Portal and the Pension Fund and other organizations providing public services., online monitoring of the quality of public services, the provision of public services in a comprehensive and proactive manner, the development of recommendations for improvement through other advanced innovative methods. In particular, the development of a proposal for the implementation of the procedure for assigning pensions and benefits in advance (without a citizen's request) by means of an electronic notification, in which the citizen will be informed about the assignment of pensions and benefits when switching to the order of advanced assignment of pensions and benefits.</p> <p>7. Analysis of interaction with the private sector and non-governmental non-profit organizations, development of recommendations for attracting private and non-governmental organizations to the provision of public services through public-private partnerships, outsourcing and other mechanisms.</p>		
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IV. STAGES AND RESULTS OF RESEARCH IMPLEMENTATION:

Below are the recommended activities, key deliverables and timelines.

Business process reengineering (BPR) of certain 9 public services at the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan.

Important:

- A research schedule, outcomes from working groups discussions, questionnaires and interviews and other preliminary results of the activities are provided in Microsoft Word format, and presentations are presented in PPT format, in English/Uzbek/Russian (working language is chosen by agreement).
- Final results of the research (reports, draft legislative documents) are submitted in Microsoft Word format, and presentations - in PPT format, in English and Uzbek.
- A winning company must provide a detailed schedule of all activities and deadlines, BPR methodology (3-4 sheets) and draft questionnaires for surveys and interviews for their completion to UNDP within 20 calendar days from the date of signing the Contract.
- For detailed information on recommended actions, main conclusions, see Annex 1 to this ToR. At the same time, it is strongly recommended to conduct BPR as much as possible in different organizations.

V. TERMS OF PAYMENT, RESULTS/REPORTS, DEADLINES

The contract price is a fixed output-based price.

Payment for the work performed by the winning company will be made after each activity listed in the Results/Reports section is fully completed and accepted by UNDP.

The total duration of contract is 170 calendar days and has the following deliverables and timeframe:

No.	Results/reports	Deadline	Scope
1.	Output 1 The detailed research plan, BPR methodology and draft questionnaires for surveys and interviews should be submitted to the UNDP project for approval.	20 calendar days upon signing contract by both parties	20% will be paid within 30 days after acceptance
2.	Output 2 Studying the experience of the European Union and other countries (at least 5 countries) in providing offline and online and composite and proactive electronic public services on pensions and benefits, recommendations for their implementation in Uzbekistan.	30 calendar days upon acceptance of the first output by UNDP	20% will be paid within 30 days after acceptance
3.	Output 3 3.1. Final result/report on 9 selected public services provided by the Off-budget Pension Fund under the Ministry of Finance of the Republic of Uzbekistan 3.2. Draft legislative documents/regulations 3.3. Presentations	120 calendar days upon acceptance of the second output by UNDP	60% will be paid within 30 days after acceptance

	3.4. 1 article		
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VI. 1. REQUIREMENTS FOR COMPANIES TO PARTICIPATE IN THE TENDER

The company must have all the necessary equipment and conditions in its office.

The company must attract employees with experience and qualifications that meet the minimum requirements set by UNDP for this tender.

In order to sign a contract with UNDP, the winning company must meet the following requirements:

1. The company address, e-mail and phone number must be specified.
2. Experience in business process reengineering (BPR) in other countries for at least 3 years (at least 3 (three) studies). Contact information for client organizations in those countries is required.
3. Availability of international expert(s) and/or local expert(s) with experience in drafting legislation on pensions and benefits. For this activity, the contact details of the client organization/ministry are requested.
4. At least 6 (six) employees must take part in this research, including:
 - Lead Manager/expert on BPR, responsible for the overall management of the research;
 - 5 specialists conducting BPR for the provision of 9 public services provided by the Off-budget pension fund under the Ministry of Finance.

The winning company has the right to outsource other specialists and technical specialists (eg. in the field of pensions, finance, social, legal, ICT services). At the same time, each specialist is required to provide the followings:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.
- d) Copy of diplomas, certificates, as required by UNDP.

In addition, after the signing of the contract, the replacement of specialists involved and offered by the company can be made only with prior approval from UNDP. The newly proposed expert must have the same or higher qualifications than the original proposed expert.

VII. 2. REQUIREMENTS FOR KEY EXPERTS:

1. 1 Lead Manager/expert on BPR, responsible for the overall management of the research:

- 3 years of experience as a Manager/Team Leader and 3 years of experience in BPR in different countries.
- Bachelor's degree or equivalent in social, pension/benefits, finance, business administration, public policy, economics, law, or other related field.
- Good knowledge and understanding of the system of public administration, public services and legislation of Uzbekistan.
- Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.

2. 1 specialist in the field of BPR, law and public administration:

- 3 years of experience in BPR, law and public administration.
- Bachelor's degree or equivalent in finance, social security, pension/benefits, law, public administration, management, economics, or other relevant field.
- Good knowledge and understanding of law and public administration system and legislation in Uzbekistan.
- Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.

3. 1 specialist in the field of BPR, social/finance, decentralization and openness in public organizations:

- 3 years of experience in the field of BPR, social/finance, decentralization and openness in public organizations.
- Bachelor's degree or equivalent in finance, social security, pension/benefits, law, public administration, management, economics, or other relevant field.
- Good knowledge and understanding of social finance, public administration system and legislation, decentralization and their openness in Uzbekistan.
- Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.

4. 1 specialist in BPR, the development of legal documents and administrative procedures (regulations/standards) in the field of assigning pensions and benefits:

- 3 years of experience in BPR, the development of legal documents and administrative procedures (regulations/standards) in the field of assigning pensions and benefits.
- Bachelor's degree or equivalent in law, social sciences, public administration, management, economics, finance, or another related field.
- Good knowledge and understanding of normative legal documents and administrative procedures (regulations/standards) in the field of pensions and benefits in Uzbekistan.
- Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.

5. 1 specialist in BPR, ICT and digitization:

- 3 years of experience in BPR and IT.
- Bachelor's degree or equivalent in Information technology, finance, social, pension/benefits, law, public administration, economics or other such related field.
- Good knowledge and understanding of information technology and digitalization issues in Uzbekistan.
- Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.

6. 1 specialist in BPR, working with citizens, private sector and NGOs:

- 3 years of experience in BPR, working with citizens and in the field of PPP.
- Bachelor's degree or equivalent in finance, social sciences, law, public administration, economics or other related field.
- Good knowledge and understanding of issues related to government organizations, the private sector, NGOs and citizen relations in Uzbekistan.

- Good knowledge of English. Good knowledge of Uzbek/Russian languages is an advantage.

Annex 1

Explanation of key results

1. Review of the experience of the European Union and other countries (at least 5 countries) and recommendations for their implementation in Uzbekistan
 - at least 3 EU countries whose experience can be implemented in Uzbekistan;
 - the experience of other developed countries, the experience of which can be applied in Uzbekistan;
 - the experience of developing countries is also acceptable if they have achieved a certain level of success;
 - Foreign experiences are widely used to justify the report's recommendations.
2. Inventory of regulatory legal documents on the activities of the selected organization, making proposals for improvement and introducing new legal documents/draft regulations and amendments.
 - list of all laws and their analysis;
 - list of all regulations on certain public services;
 - list of all decrees and resolutions of the President of the Republic of Uzbekistan and their analysis;
 - list of all decisions of the Oliy Majlis of the Republic of Uzbekistan and their analysis;
 - list of all resolutions and decrees of the Cabinet of Ministers of the Republic of Uzbekistan and their analysis;
 - inventory of all normative legal documents in order to eliminate unreasonable restrictions and contradictions, unnecessary administrative procedures and outdated, repetitive and contradictory procedures and rules governing the provision of public services to legal entities and individuals;
 - inventory of the functions of the listed organizations related to the implementation of administrative procedures;
 - analysis of the structure and content of documents regulating the provision of public services;
 - a step-by-step list of legal documents regulating administrative and legal activities, compiling a list of functions of authorized bodies in these areas and based on certain criteria (legality, expediency, convenience for business, level of openness to corruption) and possible costs, monitoring and similar indicators preparation of a separate compendium for each regulatory document included in the list, by evaluating the cost-effectiveness;
 - development of proposals and drafts/changes to legislation;
 - proposals for improving the current regulation of certain public services, including updated draft regulations
 - development of proposals for each result in the form of draft normative legal documents.
3. Conduct an analysis of the interaction of the selected organization with the regional departments of other ministries and departments, state-owned companies, regional Khokimiyats and make proposals for the elimination of duplicating functions;
 - list of all partner organizations at the central, regional and district levels;
 - analysis of interactions with all main organizations - ministries, departments, companies, regional and district governments, deputies;
 - identifying repetitive tasks in other organizations;
 - proposals for improving cooperation with other organizations;
 - suggestions for their elimination in case of detection of repetitive tasks;
 - Draft laws/regulations.
4. Analysis of the public service delivery system, the process of its improvement, making recommendations on digitalization of public services and integration with Public Service Centers;
 - list of all public services provided by the organization and their analysis;
 - special attention should be paid to the use of digital means (e-mail, electronic system, their mutual integration, electronic signature, etc.);

- recommendations on digitization and automation of all processes of public services, in particular, the introduction of new information systems, the formation of a large database, the use of artificial intelligence, Internet of Things and Blockchain technologies, the digitization of public services and integration with public service centers, online monitoring of the quality of public services, comprehensive and proactive provision of public services, development of recommendations for improvement by other innovative methods. In particular, it is necessary to develop a proposal for the implementation of the initiative (without the appeal of citizens) the provision of public services for the appointment of pensions and benefits through electronic notification.
- list of all public services provided by the organization within the framework of the Public Service Center and their analysis;
- recommendations on improving the level of integration with public service centers;
- the results of the analysis of the consumer assessment carried out for each of certain public services;
- draft laws/regulations;

5. Development of recommendations for involving private and non-governmental organizations in the provision of public services through public-private partnerships, outsourcing and other mechanisms.

- cooperation with the private sector and other business entities;
- cooperation with NGOs;
- cooperation with other non-governmental organizations;
- current public-private partnership;
- recommendations on the involvement of private/non-governmental organizations in the provision of public services, including public-private partnerships, outsourcing and other mechanisms.
- draft laws/regulations.

* Also pay special attention to problems and issues in the following areas:

- problematic aspects of payroll when assigning a pension (problems of receiving five consecutive years over the past ten years);

- problematic moments related to determining the composition of the family when assigning a pension (birth, death or marriage is registered);

- problematic aspects of calculating the length of service when assigning pensions (periods not included in information systems, periods of preferential service, length of service on a collective farm, lost seniority, ignorance of archival data, periods of seniority and work in military units, periods of work abroad, etc.);

- the procedure for recalculating pensions and benefits assigned on an initiative basis (on the basis of a citizen's request);

- consider the possibility of an independent verification that pensioners are alive, not discharged, not being treated in a psychiatric or narcological dispensary, not deprived of liberty;

- study of problems in the process of transferring pension money to individuals;

- improvement of the procedure and conditions for the storage of archival documents;

- digitization of management documents of the pension fund (books, acts, archival documents).