

Request For Proposal (RFP) for Services

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS)

RFP No. RFP/CAC/FCA/CDS-
Output4/UNOPS/Sept2015

Request For Proposal
Research and coordination services for the development of a
platform and toolkit for City Development Strategies (CDS)
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Section 1: Proposal data

RFP number: RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015
Project: FCA – Cities Alliance
Procurement official's name: David Daepf
Dedicated Email for queries & solicitations: CAbids@unops.org
Issue date: 24 September 2015

Requests for clarifications due:

Date: 6 October 2015
Time: 15:00 Central European Summer Time

UNOPS clarifications to offerors due:

Date: 8 October 2015
Time: 19:00 Central European Summer Time

Proposal due:

OFFERORS ARE RESPONSIBLE FOR THE TIMELY SUBMISSION OF THEIR PROPOSAL.

Due Date: 15 October 2015
Time: 23:00 Central European Summer Time

Planned award date:

Date: November 2015

Planned contract start date:

Date: November 2015

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Section 2 – RFP Letter

UNOPS plans to procure research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS) on behalf of the Cities Alliance as defined in accordance with these documents.

UNOPS now invites proposals from qualified offerors for providing the requirements as defined in the UNOPS Terms of Reference attached herein. Proposals must be received by UNOPS at the address specified not later than 23:00 Central European Time on 15 October 2015.

This RFP is conducted in accordance with the UNOPS Procurement Manual and all other relevant directives, issuances, and can be accessed by following the link below. For clarification on specific issues or to learn more details about procurement at UNOPS, offerors are encouraged to consult the UNOPS Procurement Manual. In case of contradictions between this RFP and the UNOPS Procurement Manual, the UNOPS Procurement Manual shall prevail.

<http://www.unops.org/SiteCollectionDocuments/Procurement/UNOPS%20procurement%20manual%20EN.pdf>

This UNOPS RFP consists of six sections and a series of annexes that will be completed by offerors and returned with their proposal:

- RFP section 1: Proposal data sheet
- RFP section 2: RFP letter (this document)
- RFP section 3: Instructions to offerors
- RFP section 4: UNOPS Terms of Reference (TOR)
- RFP section 5: UNOPS General Conditions of Contract
- RFP section 6: UNOPS Sample contract for services template

Returnable RFP forms:

- | | |
|---------|--|
| Annex A | Proposal/no proposal confirmation form |
| Annex B | Mandatory requirements/pre-qualification criteria |
| Annex C | Technical proposal submission form |
| Annex D | Financial proposal submission form |
| Annex E | UNGM Vendor registration form |
| Annex F | Regarding Consortium/Joint Proposals (as applicable) |

Pre-cleared by:
Date: 24 September 2015



David Daapp
Programme Officer
Cities Alliance, ECR, UNOPS

Approved by:
Date: 24 September 2015



Robert Godin
Management & Oversight Advisor
ECR, UNOPS

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Section 3: Instructions to Offerors

1 Introduction

- 1.1. UNOPS invites qualified offerors to submit Technical and Financial Proposals to provide Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS) on behalf of the Cities Alliance.
- 1.2. A description of the services required is provided in RFP section 4, Terms of Reference.
- 1.3. UNOPS may, at its discretion, cancel the requirement in part or in whole.
- 1.4. Offerors may withdraw the proposal after submission provided that written notice of withdrawal is received by UNOPS prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposal. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
- 1.5. All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, UNOPS may solicit the offeror's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 1.6. Effective with the release of this solicitation, all communications must be directed only to UNOPS (David Daepp, Programme Officer) by email at CAbids@unops.org. Offerors must not communicate with any other personnel of UNOPS regarding this RFP.

2 Cost of Proposal

The cost of preparing a proposal, attendance at any pre-proposal conference, meetings or oral presentations shall be borne by the offerors, regardless of the conduct or outcome of the solicitation process. Proposals must offer the services/goods for the total requirement; proposals offering only part of the services/goods will be rejected unless the option of submitting a proposal for any or all lot/s of the requirement has been expressly stated in the TOR.

3 Eligibility

Offerors must not be associated, or have been associated in the past, directly or indirectly, with a firm or any of its affiliates which has been engaged by UNOPS to provide consulting services for the preparation of the design, terms of references, and other documents used for the procurement of the services under this Request for Proposal.

All suppliers are expected to embrace the principles of the [United Nations Supplier Code of Conduct](#), given that it originates from the core values of the Charter of the United Nations. UNOPS also expects all its suppliers to adhere to the principles of the [United Nations Global Compact](#).

Offerors must not be under a declaration of ineligibility for corrupt and fraudulent practices published by UNOPS on its website. Offerors must meet the eligibility criteria as published on the [UNOPS website](#).

a. Clarification of solicitation documents

A prospective offeror requiring any clarification of the solicitation documents may notify UNOPS in writing at UNOPS email address indicated in the RFP by the specified date and time. UNOPS will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published on section 1. Written copies of UNOPS response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective offerors that have received the solicitation documents.

A summary of responses to all clarifications/queries received (including an explanation of the query but without identifying the source of inquiry) will be posted on the UNOPS and on the UNGM websites.

4 Amendments to Solicitation Documents

At any time prior to the deadline for submission of proposals, UNOPS may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective offeror, modify the solicitation documents by amendment. All prospective offerors that have received the solicitation documents will be notified in writing of all amendments to the Solicitation documents. For open competitions, all amendments will also be posted on the UNOPS website and UNGM in the business opportunities section.

In order to afford prospective offerors reasonable time in which to take the amendment into account in preparing their proposals, UNOPS may, at its sole discretion, extend the deadline for the submission of proposal.

5 Language of Proposals

The proposals prepared by the offeror and all correspondence and documents relating to the proposal exchanged by the offeror and UNOPS, shall be written in English. Supporting documents and printed literature furnished by the offeror may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall be the responsibility of the offeror.

6 Submission of Proposal

6.1. Offerors must submit their proposals via email. **Technical and financial proposals must be submitted in close sequence in separate** emails with the RFP reference and the clear description of the proposal (technical or financial) by the date & time stipulated in this document.

6.2. Proposals must be sent ONLY to the email address detailed below. Proposals sent to other addresses or to individuals may be rejected.

6.2.2 Submission by email – detailed instructions

If submission is by email, electronic transmission or a secured fax address, the technical and financial proposals must be sent as two separate emails. The text of both emails should indicate the name and address of the offeror and the description of the proposal (technical or financial). The technical email should not contain any pricing information; nor should the financial email/ contain any components of the technical proposal.

The email subject line for technical proposals should read:

RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015- *(name of offeror)* - TECHNICAL PROPOSAL

The email subject line for financial proposals should read:

RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015–*(name of offeror)* - FINANCIAL PROPOSAL –

All proposals must be sent by email to the following dedicated email address:

CAbids@unops.org

Proposals should be received by the date time and means of submission stipulated in this RFP. Offerors are responsible for ensuring that UNOPS receives their proposal by the due date and time. Proposals received by UNOPS after the proposed due date and time may be rejected.

In case of submission by email, the receipt time stamp shall be the date and time when the submission has been received in the dedicated UNOPS inbox. UNOPS shall not be responsible for any delays caused by network problems etc. It is the sole responsibility of offerors to ensure that their proposal is received by UNOPS in the dedicated inbox/fax number on or before the prescribed tender deadline.

6.3. The “Certificate of Offeror’s Eligibility and Authority to Sign Proposal” contained in this RFP must be executed by a representative of offeror who is duly authorized to execute contracts and bind the offeror. Signature on the certificate represents that the offeror has read this RFP, understands it and agrees to be bound by its terms and conditions. The offeror’s proposal with any subsequent modifications and counter-proposals, if applicable, shall become an integral part of any resulting contract.

7 Late Proposals

Any proposals received by UNOPS after the deadline for submission of proposals prescribed in this document, may be rejected.

8 Clarification of Proposals

To assist in the examination, evaluation and comparison of proposals, UNOPS may, at its sole discretion, ask the offeror for a clarification of its proposal. The request for clarification and the response shall be in writing and no change in the price or substance of the proposal shall be sought, offered or permitted. UNOPS will review minor informalities, errors, clerical mistakes, apparent errors in price and missing documents in accordance with the [UNOPS Procurement Manual 8.9 Discussions with vendors](#).

9 Proposal Currency

All prices shall be quoted in United States Dollars (USD).

UNOPS reserves the right not to reject any proposals submitted in another currency than the mandatory bidding currency stated above. UNOPS may accept proposals submitted in another currency than stated above if the offeror confirms during clarification of proposals (8) in writing that it will accept a contract issued in the mandatory proposal currency and that for conversion the official United Nations operational rate of exchange of the day of RFP deadline as stated in the RFP letter shall apply.

Regardless of the currency of proposals received, the contract will always be issued and subsequent payments will be made in the mandatory bidding currency above.

10 Mandatory/Pre-qualification Criteria

- 10.1. The mandatory requirements/pre-qualification criteria have been designed to assure that, to the degree possible in the initial phase of the RFP procurement process, only those offerors with sufficient experience, the financial strength and stability, the demonstrable technical knowledge, the evident ability to satisfy UNOPS requirements and superior customer references for supplying the services envisioned in this RFP will qualify for further consideration. UNOPS reserves the right to verify any information contained in offeror's response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will affect your evaluation
- 10.2. Offerors will receive a pass/fail rating in the mandatory requirements/pre-qualification criteria section. In order to be considered for Phase I (technical evaluation), offerors must meet all the mandatory requirements/pre-qualification criteria described in this RFP.
- 10.3. The UNOPS General Conditions for services/goods and the UNOPS contract, as part of this RFP, contain mandatory terms and conditions for offerors' review and acceptance.

11 Evaluation of Technical and Financial Proposal

11.1. Phase I - Technical Proposal 70 points

- 11.1.1. Only proposals meeting the mandatory criteria will advance to the technical evaluation in which a maximum possible 70 points can be awarded. An evaluation committee appointed by UNOPS will carry out the technical evaluation applying the evaluation criteria and points ratings as listed below. In order to advance beyond Phase I of the

detailed evaluation process to Phase II (financial evaluation) a proposal must have achieved a minimum cumulative average score of 55 points.

Technical proposals will be evaluated using the following criteria:

- a) The firm/institution's general reliability as well as experience and capacity in the specific field of the assignment with a particular focus on scientific research (10 points);
- b) The approach in responding to the TOR and the detailed work plan (30 points); and
- c) The work plan and team structure including qualifications and competence of the personnel proposed for the assignment for a total of (30 points).

11.2. Phase II – Financial Proposal 30 points

11.2.1. Financial proposals will be evaluated following the completion of the technical evaluation. The offeror with the lowest evaluated cost will be awarded 30 points. Financial proposals from other offerors will receive pro-rated points based on the proportion of the offeror's prices to that of the lowest evaluated cost.

11.2.1.1. Formula for computing points:

$$\text{Points} = (A/B) \text{ Financial Points}$$

Example: Offeror A's price is the lowest at \$10.00. Offeror A receives 30 points
Offeror B's price is \$20.00. Offeror B receives $(\$10.00/\$20.00) \times 30$ points = 15 points

12 Preparation of Proposal

- 12.1. The offeror is expected to examine all terms and instructions included in the solicitation documents. Failure to provide all requested information will be at the offeror's own risk, and may result in rejection of the offeror's proposal.
- 12.2. The offeror's proposal must be organized to follow the format of this RFP. Each offeror must respond to every stated request or requirement, and indicate that the offeror understands and confirms acceptance of UNOPS stated requirements. The offeror should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the offeror's proposal will be deemed as accepted by the offeror. The terms "offeror" and "contractor" refer to those companies that submit a proposal pursuant to this RFP.
- 12.3. Where the offeror is presented with a requirement or asked to use a specific approach, the offeror must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.
- 12.4. The Terms of Reference (TOR) in this document provides a general overview of the current operation. If the offeror wishes to propose alternatives or equivalents, the offeror must demonstrate that any such proposed change is equivalent or superior to UNOPS established requirements. Acceptance of such changes is at the sole discretion of UNOPS.

- 12.5. Proposals must offer services/goods for the total requirement, unless otherwise permitted in the solicitation document. Proposals offering only part of the services/goods may be rejected unless permitted otherwise in the solicitation document.

RFP Submission (on or before proposal due date):

As a minimum, offerors shall complete and return the below listed documents (Annexes to this RFP) as an integral part of their proposal. Offerors may add additional documentation to their proposals as they deem appropriate.

Failure to complete and return the below listed documents as part of the proposal, may result in proposal rejection.

Part of proposal	Mandatory Requirements/pre-qualification criteria (Annex B hereto)
Part of proposal	Technical Proposal Submission Form (Annex C hereto)
Part of proposal	Financial Proposal Submission Form (Annex D hereto) sent in a separate email!

If after assessing this opportunity you have made the determination not to submit your proposal, we would appreciate if you could return this form indicating your reasons for non-participation.

Pre-submission:

Offerors shall complete and return the Proposal/no proposal confirmation form prior to the submission deadline, indicating whether they do or do not intend to submit a proposal.

Stand-alone document	Proposal/no proposal confirmation form (Annex A hereto)
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13 Format and Signing of Proposal

The proposal shall be typed and signed in indelible ink by the offeror or a person or persons duly authorized to bind the offeror to the contract.

A proposal shall contain no interlineations, erasures, or overwriting except as necessary to correct errors made by the offeror, in which case such corrections shall be initialled by the person or persons signing the proposal.

14 Award

- 14.1. The Award will be made to the responsible and responsive offeror with the highest evaluated proposal following negotiation of an acceptable contract. UNOPS reserves the right to conduct negotiations with the vendor regarding the contents of their offer. The award will be in effect only after acceptance by the selected offeror of the terms and conditions and the terms of reference/statement of work. **The contract will reflect the name of the offeror whose financials were provided in response to this RFP.** Upon execution of the contract, UNOPS will promptly notify the unsuccessful offerors.
- 14.2. The selected contractor is expected to commence providing services as of the date and time stipulated in this RFP, or as agreed with UNOPS at the time of Award.
- 14.3. UNOPS Reserves the right to make split awards and to make multiple awards.
- 14.4. UNOPS Reserves the right to negotiate with offerors due to budgetary and quality aspects as well as other constraints.

Request For Proposal

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS)

RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

Section 4: UNOPS Terms of Reference

CITIES ALLIANCE, FUTURE CITIES AFRICA (FCA)

INNOVATION FOR CHANGE (I4C). RESEARCH AND COORDINATION SERVICES FOR THE DEVELOPMENT OF A PLATFORM AND TOOLKIT FOR CITY DEVELOPMENT STRATEGIES (CDS)

I. BACKGROUND

1. The Cities Alliance is the preeminent global partnership for the promotion of cities in poverty reduction and sustainable development. Headquartered in Brussels, it is a unique partnership with diverse members – local authorities, national governments, international non-governmental organisations, foundations and multi-lateral organisations – which have come together to strengthen both impacts and coherence in urban development.
2. The Cities Alliance’s overall objectives are to support cities in providing effective local government, an active citizenship and a growing economy characterised by both public and private investment. Since its establishment in 1999, the Cities Alliance has become a global leader in supporting strategic city planning, slum upgrading strategies and national policies designed to make cities more inclusive and sustainable. Cities Alliance’s activities have helped leverage over US\$1.5 billion in additional funding. The current Medium Term Strategy is focused on Promoting Equity in Cities through equitable economic growth, gender equality and partnerships. Cities Alliance is hosted by UNOPS.
3. Today urban areas face major challenges including– local governments with weak capacity to implement, marginalised communities, extreme poverty, poor living conditions, lack of basic infrastructure services, under performing economies , deteriorated natural environments and vulnerability to natural disasters and climate change. It will take careful intervention and planning to ensure that the poor benefit from city growth in a sustainable way. At the same time, it is also necessary to limit the potentially negative environmental impacts associated with rapid urban growth.
4. There is an important, but closing, window for action. Annual investments in urban infrastructure are expected to increase from USD 2-3 trillion to USD 7 trillion in 2050. Acting now to support cities to plan this investment in a low carbon and integrated way – before they are locked into unsustainable development paths – will help them become centres of sustainable, long-term economic growth, with infrastructure that maximises agglomeration economies and resilience to future climate changes.
5. A comprehensive, integrated response in support of African cities is needed and is a Cities Alliance priority. Many African cities lack the capacity to act, and there is limited quality research to provide them with guidance on how, when or where to invest. Moreover, many cities often take a piecemeal approach to activities rather than a coordinated effort to address important issues in a holistic way.
6. Against this background the Future Cities Africa (FCA) project was initiated by the UK Department for International Development (DFID) and is currently facilitated by the Cities Alliance. It aims to identify more effective ways to make cities work for the poor, with a focus on resilience and economic growth. Through the FCA, the Cities Alliance supports over 20 cities in four African countries (Ethiopia, Ghana, Mozambique and Uganda) to anticipate and minimise future challenges in terms of climate, environment and natural resources – essentially giving them the diagnostic and tools to future proof themselves to become inclusive, resilient and have growing economies.
7. As part of its technical assistance activities, the Future Cities Africa (FCA) project is supporting the development of a series of innovative and practical studies, how-to guides and tools for local governments and

stakeholders that will aid cities to identify new pathways, concrete examples and technical solutions for their future action planning.

II. OBJECTIVE

8. The Cities Alliance **requires research and coordination services for the design of an online knowledge platform (“the platform”) and a set of guidelines/tools/how-to studies (“the toolkit”) which will revisit innovatively the city development strategies (CDSs) approach and will thus enable city managers to develop more resilient approaches to urban planning in primary and secondary cities.**

9. The expected *outcome* of this assignment is to improve the usefulness and impact of City Development Strategy (CDS) processes supported by the Cities Alliance. It is essential that the platform and the toolkit move beyond the traditional CDS approaches and incorporate the specific strategic focal areas of the FCA programme - resilience and inclusive economic growth. It is anticipated that the platform and toolkit will be tested in FCA cities (in Ethiopia, Ghana, Mozambique and Uganda).

10. It is a requirement that the selected service provider will develop the platform and the toolkit in a collaborative manner working with international experts in the field of city strategic planning as well as with relevant international and national entities and FCA client cities.

11. The CDS platform and toolkit shall be relevant and adaptable to a diversity of cities and developmental contexts. The platform and the toolkit should be relevant and flexible so as to serve large scale cities as well as smaller developing secondary cities in the context of varying institutional arrangements and levels of capacity, resources and civic participation.

12. The target group for these guidelines is primarily cities - including those participating in the FCA project - that are about to start a strategic planning process involving local and national actors (governments, the private sector, academia and civil society), as well as their international partners (development agencies, international investors, and nongovernmental organisations). The outputs of this assignment are expected to benefit all development stakeholders and, as such, will be considered a global public good. Particular attention is to be paid to enhancing the role of the private sector in these strategic planning processes.

III. SCOPE OF WORK

12. **Background.** Historically, the Cities Alliance has linked a significant part of its name and technical assistance programme to the promotion of City Development Strategies (CDS). A CDS is traditionally defined as an action planning process for equitable growth in a city, developed and sustained through public participation to improve the quality of life for all citizens. The goals include a collective and integrated city vision and a city-wide action plan to improve governance and management, increasing investments to expand employment and services, and systematic and sustained programs to reduce poverty. A CDS combines strategic and corporate planning for a city. A CDS focuses on the ‘big picture’ that sets the overall direction for the growth of a city on the basis of the views of individuals and stakeholders but also outlines more operationally what is expected, who is responsible for implementation, and what resources are needed to achieve the agreed strategic goals.

13. Since the first CDS projects, the Cities Alliance has constantly worked to document and standardise the methodology and approach. With the growing interest in CDSs, several guides on strategic planning have also been developed by other international organisations. Two examples of major publications which have been issued on the subject are the following:

- [CDS Guide to City Development Strategies](#)
- [City Development Strategies to reduce poverty](#)

14. Over the years, throughout the various project implementation cycles as well as changes in the theoretical landscapes, the conceptual framework underpinning a City Development Strategy as a planning tool has evolved. The approach has progressively incorporated aspects on urban economy, financing, natural ecosystems and climate change, which featured less prominently in the original guides than required. Following this evolution the Cities Alliance has funded a series of additional/complementary toolkits and studies. To mention the most notable:

- [Understanding Your Local Economy: A Resource Guide for Cities](#)
- [Guidebook on capital investment planning for local governments](#)
- [Liveable Cities, the benefits of urban environmental planning](#)
- [Integrating the environment in urban planning and management](#)
- [Eco2 Cities: Ecological Cities as Economic Cities](#)

15. Beyond this methodological work, the Cities Alliance has also engaged directly with CDS implementation, supporting the implementation of over 150 CDS projects in cities all over the world. Many of these projects have been the subject of end-of-project, portfolio and thematic evaluations, which add to the richness of the subject areas. The Cities Alliance has tested the CDS approach not as one off exercises but also within a programmatic context of a system of cities replicating the CDS exercise, thereby reinforcing each other experiences, and well as nested within other complementary interventions at the national level.

16. In retrospect, critics and practitioners have identified on some limitations of the CDS approach. Observations have often pointed at:

- CDS are at times wish-lists either lacking follow up with investments, project prioritisations and/or a resource mobilisation strategy;
- the ‘project-bound’ timeline of CDS, which is often insufficient to implement the necessary structural changes or to adjust to the changing operating contexts;
- CDSs often have an unclear relationship with statutory master plans, with the latter overriding the strategic exercise;
- CDSs often have a lack of attention to the enabling environment - from the statutory and municipal authority, to relations with the national government, to the available capacities and resources - needed to give the CDS some policy and operational strength;
- CDSs having an excessive stress on an action-oriented process, developed and sustained through participation but not sufficiently grounded in a sound analytical analysis;
- the development of CDS through major international consultancies with limited ownership at the local level;
- The need to scale up such that all cities have a CDS even if undertaken locally with local capacities
- the role and need to provide for political stability since CDS – even in most elaborated forms - have rarely survived local government election cycles.

17. Notwithstanding these issues, CDSs have been a crucial tool in city development in at least three ways. First, CDSs have proved successful in developing a longer term thinking around the city - participatory and strategic - which is often neglected or sacrificed by administrations to the convenience of short term electoral gains. CDSs have also contributed in putting on the agenda the necessity to always have a city-wide and integrated approach when thinking of issues and opportunities affecting a city, especially when tackling urban poverty. Finally, in a significant number of cases, CDSs have proved successful in leveraging significant funding for follow up activities convincing financing partners of the social, political and business value that the process/approach was able to generate.

18. After 15 years from the first initial CDS experiences, the Cities Alliance believes that the benefits of the CDSs have offset the limitations of the approach, and that the CDS remains a very relevant method and tool especially in the context of the FCA project and focus areas of resilience and economic growth. Much has changed in the external context in which cities have been operating since the first CDS were implemented, particularly climate variability, natural disasters, resource scarcity and the economic crisis. The uncertainty is putting a premium on resilience and the fostering of equitable economic growth increasing returns to cities that can handle uncertainty.

19. However, the Cities Alliance is also aware that in preparing for a new phase of CDSs within the context of resilience and inclusive growth, CDS approaches, methods and tools need to be substantively revamped in order for them to be relevant and fit for purpose. First, there is not only a significant amount of literature on the subject but also a bank of experiences in implementation and evaluation, which need to be analysed and integrated into strategic planning guidance. Second, there is the need to bring in some real innovations at all levels – in analysis, approach, process and in the scope – to make the CDS an effective city management tool. Third, as mentioned, it is essential that the ‘better CDS’ will incorporate the FCA’s strategic focal points of resilience and growth since they are increasingly becoming the preferred city-wide ‘lenses’ to address city challenges and

opportunities. To this end, as part of their methodology, CDSs should systematically assess city resilience through the five normative dimensions of governance, citizenship, basic delivery, economy and environment. Guidance around the nature and dynamics of these dimensions and how they influence resilience is a part of the FCA project and should be incorporated into the CDS platform and toolkit developed as part of this assignment.

20. **Tasks.** The assignment should include the following tasks. It is anticipated that these tasks will be refined and operationalised in a detailed work plan as part of the inception phase:

- *Task 1. Inception.* This task will lay the conceptual foundations of the work and the plan to execute the activities. During the Inception Phase, the service provider will provide a literature review covering the most recent global theories and studies on strategic city planning and the relationship of those with resilience and economic growth; of the considerable bank of experiences and related evaluations built up by cities carrying out CDSs; of existing tools, guides, material on city development strategies, and will identify the key challenges, gaps and trends as well as define possible spaces for innovation around CDS methodology/products. The detailed deliverables' description, work plan and project management arrangements will be further developed and specified along with the approach. A communication strategy shall also be developed.
- *Task 2. CDS toolkit development, write up and publishing.* This task includes the analysis and collation of the information and the development of an innovative toolkit consisting of a set of tools/methodologies/guide/studies that will assist users develop more effective CDSs. The development of a toolkit will need to be based on: (i) an extensive review and synthesis of the literature and the different experiences and evaluations; (ii) solid evidence base analysis (metrics on performance, funding, evidence explaining factors of success etc.); (iii) qualitative data from interviews and surveys with experts, practitioners and mayors. As part of the diagnostic/assessment methodology at the basis of a CDS, the toolkit should include checklists to guide diagnostics across key dimensions of city performance (note work around resilience in this context) and to structure these checklists to ease data management and analysis. The checklists should be designed to be relevant and useable in a variety of contexts in terms of data availability and local government capacities. The toolkit should provide guidance on the process of establishing the institutional arrangement to execute a CDS along with participatory planning options to ensure gender mainstreaming and social inclusion. The different components of the toolkit will need to be ready for publishing. The goal of the guidelines is support improvements and innovations in city development and strategising processes. The toolkit should be selective (as modules), depending on the context, size, and developmental circumstances of a city.
- *Task 3. Design and operationalisation of the online global platform.* As part of this task, the service provider will conceptualise, design and develop an online platform to support cities stakeholders and their international partners in the development of CDSs. The principal objective of the platform is to improve the availability and accessibility of data and information on CDSs, benchmarking CDS results and best practises, and highlighting a set of innovative ideas/actions in the implementation of CDS processes. The platform should also be interactive, which is not just pushing information to interested parties, but allows to facilitate structured learning and information sharing and collaboration among stakeholders. The platform should be interlinked, interfaced and integrated with relevant knowledge platforms and M&E software such as that used by the FCA (GAIASOFT) as well as the knowledge section of the Cities Alliance website
- *Task 4. Dissemination.* This task will include the organisation and coordination of a series of workshops, seminars, trainings either focused on the Cities Alliance Secretariat (a training of trainers concept) and / or within the four FCA countries to the share and disseminate of the assignment's deliverables. The dissemination approach will be finalised at Inception.

21. *Deliverables.* The deliverables for this research project will include:

- **Inception report (1).** Within 1 month of contract signature. The report will not exceed 50 pages (ca. 12,500 words). The substantive part of the report will be based on Task 1 above. The report should include: preliminary literature review, available tools, data and existing gaps, case studies and evaluations; proposed methodology for the development of the platform and toolkit; refined set of deliverables and products specification; detailed work plan; research engagement strategy with experts and entities at national and international level; communications plan to favour the sharing, learning and

dissemination of the deliverables; quality management and assurance strategy; reporting on initial operational activities.

- **Interim report with draft concept paper (1)**. Within 3 months after the signature of the contract. The report will not exceed 50 pages (ca. 12,500 words). It will indicate the progress to date on the various tasks and any corrective action needed. It will also include a draft of the toolkit and initial design of the platform. Finally, it will include a clear indications and detailed planning of the work to be carried out during the rest of the period for the completion of the tasks.
- **City Development Strategy Toolkit (1)**. Within 5 months after the signature of the contract. This is the main deliverable and will consist in the agreed set of tools/methodologies/guides/checklists/studies for the new CDSs. A style guide for the toolkit will be provided by the Cities Alliance. A draft will be submitted approximately one month before the final toolkit is submitted. The final toolkit should be of publishable standard (peer reviewed if necessary).
- **CDS global knowledge platform technical specifications and content (1)**. Within 6 months after the signature of the contract. The platform is a free and open database collating CDS case studies, data, research as well as guidance and examples for each of the tools/methods of the toolkit. These are all available for use by anyone who is interested in implementing or learning on better and innovative approaches for the management of CDS. This deliverable should include, but not limited to: objectives, purpose and targeted audience of the platform, detailed site map, the recommended design of the platform and the full content as described above. The platform should be interlinked, interfaced and integrated with relevant knowledge platforms and M&E software such as that used by the FCA (GAIASOFT) as well as the knowledge section of the Cities Alliance website.
- **A series of launch and dissemination events/trainings (minimum 2)**. As agreed with the CA Secretariat a series of events/seminars/workshops will be organised to launch, disseminate and share the CDS toolkit and platform.
- **Draft / Final Report (1)**. A Draft Report to be submitted on or before 1 May 2016. The final report will provide an analysis and assessment of the activities and outputs delivered through this assignment. It should also identify and demarcate the promising areas of future research/policy/operations around CDSs as well as specific recommendations on the toolkit and platform developed. The report format will be provided to the service provider by the Cities Alliance.
- **Monthly Reports (5)**. A two-page document providing highlights of the progresses of the project. The report format will be provided to the service provider by the Cities Alliance.

IV. TIMELINE

The assignment completion date is 15 May 2016. The table below provides the schedule of deliverables for the assignment. It is expected that a detailed workplan will be provided as part of the technical proposal and will be further refined during the inception phase.

DELIVERABLES	DUE MONTH (LATEST) – END OF MONTH
Inception report (1)	1
Interim report with draft concept paper (1)	3
CDS Toolkit (1)	5
CDS Platform (1)	6
Final Events Reports (minimum 2)	6
Draft / Final report (1)	7
Monthly reports (5)	Monthly basis

V. ADDITIONAL INFORMATION

Background information on the Cities Alliance (including its Charter, annual reports, evaluations, and list of activities financed) can be obtained from its website: www.citiesalliance.org.

**Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS)
RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015**

Section 5: UNOPS General Conditions of Contract

In the event of an order, the following conditions of contract will apply:

[UNOPS General Conditions of Contract for services](#)

Request For Proposal

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS)

RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

Section 6: UNOPS Contract form for services

Contract for Services

Dear Sir/Madam,

Ref.: _____ / _____ / _____ [Insert project number and title]

The United Nations Office for Project Services (hereinafter referred to as "UNOPS"), wishes to engage your [company/organization/institution], duly incorporated under the Laws of [insert name of country] (hereinafter referred to as the "Consultant") in order to perform consulting services in respect of [insert summary description of the services] (hereinafter referred to as the "Services"), in accordance with the following Contract:

1 Contract documents

- 1.1 This Contract is subject to the UNOPS General Conditions for Professional Services, (Rev. 08, 16 June 1997), attached hereto as Annex I. The provisions of such Annex shall control the interpretation of this Contract and in no way shall be deemed to have been derogated by the contents of this letter and any other Annexes, unless otherwise expressly stated under section 4 of this letter, entitled "Special Conditions".
- 1.2 The Consultant and UNOPS also agree to be bound by the provisions contained in the following documents, which shall take precedence over one another in case of conflict in the following order:
 - a) this letter;
 - b) UNOPS' Request for Proposal, reference [insert reference number], dated [insert reference date], and subsequent amendments and clarifications, assumed to be known to both parties, including the Statement of Work / Terms of Reference, attached hereto as Annex II;
 - c) the Consultant's technical proposal [reference [insert reference number], dated [insert reference date], as clarified by the agreed minutes of the negotiation meeting [dated [insert meeting date]], both documents not attached hereto but known to and in the possession of both parties.
- 1.3 All the above shall form the Contract between the Consultant and UNOPS, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Contract.

2 Obligations of the consultant

- 2.1. The Consultant shall perform and complete the Services described in Annex II with due diligence and efficiency and in accordance with the Contract.
- 2.2. The Consultant shall provide the services of the following key personnel:

Name	Specialization	Nationality	Period of service
[insert name]	[insert specialization]	[insert nationality]	[insert period of service]
[insert name]	[insert specialization]	[insert nationality]	[insert period of service]

- 2.3. Any changes in the above key personnel shall require prior written approval of the Director, [insert name of Director] RO/OC UNOPS.
- 2.4. The Consultant shall also provide all technical and administrative support needed in order to ensure the timely and satisfactory performance of the Services.
- 2.5. The Consultant shall submit to UNOPS the deliverables specified hereunder according to the following schedule:

[LIST DELIVERABLES] [INDICATE DELIVERY DATES]

e.g.

Progress report/../..
...../../..
Final report/..	

- 2.6. All reports shall be written in the English language, and shall describe in detail the services rendered under the Contract during the period of time covered in such report. All reports shall be transmitted by the Consultant by [MAIL, COURIER AND/OR FAX] to the address specified in 9.1 below.
- 2.7. The Consultant represents and warrants the accuracy of any information or data provided to UNOPS for the purpose of entering into this Contract, as well as the quality of the deliverables and reports foreseen under this Contract in accordance with the highest industry and professional standards.

Option 1 (fixed price)

3 Price and payment

- 3.1. In full consideration for the complete and satisfactory performance of the Services under this Contract, UNOPS shall pay the Consultant a fixed contract price of [insert currency and amount in figures and words].
- 3.2. The price of this Contract is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Consultant in the performance of the Contract.
- 3.3. Payments effected by UNOPS to the Consultant shall be deemed neither to relieve the Consultant of its obligations under this Contract nor as acceptance by UNOPS of the Consultant's performance of the Services.
- 3.4. UNOPS shall effect payments to the Consultant after acceptance by UNOPS of the invoices submitted by the Consultant to the address specified in 9.1 below, upon achievement of the corresponding milestones and for the following amounts:

Milestone	Amount	Target date
[insert milestone]	[insert amount]	[insert date]
[insert milestone]	[insert amount]	[insert date]

4 Special conditions

- 4.1. No special conditions shall apply.

5 Submission of invoices

- 5.1. An original invoice shall be submitted by mail by the Consultant for each payment under the Contract to the following address:

[insert address]
[insert address]
[insert address]

- 5.2. Invoices submitted by fax shall not be accepted by UNOPS.

6 Time and manner of payment

- 6.1. Invoices shall be paid within thirty (30) days of the date of their receipt and acceptance by UNOPS.

- 6.2. All payments shall be made by UNOPS to the following Bank account of the Consultant:

[Name of the bank]
[Account number]
[Address of the bank]

7 Entry into force. Time limits.

- 7.1. The Contract shall enter into force upon its signature by both parties.

- 7.2. The Consultant shall commence the performance of the Services not later than [insert date] and shall complete the Services within [insert number of days or months] of such commencement.

- 7.3. All time limits contained in this Contract shall be deemed to be of the essence in respect of the performance of the Services.

8 Modifications

- 8.1. Any modification to this Contract shall require an amendment in writing between both parties duly signed by the authorized representative of the Consultant and the Director, [.....] UNOPS.

9 Notifications

9.1. For the purpose of notifications under the Contract, the addresses of UNOPS and the Consultant are as follows:

For UNOPS:

[Insert name of RO/OC Director]

Director

[RO/OC.....]

UNOPS

Address

Ref. _____ / _____ / _____

[Insert contract reference and number]

Phone: [Insert phone number]

Fax: [Insert fax number]

Email: [Insert email address]

For the Consultant:

[Insert name, address, phone, and fax/email]

10 Good faith

10.1. The Parties undertake to act in good faith with respect to each other's rights and obligations under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

If the above terms and conditions meet with your agreement as they are typed in this letter and in the Contract Documents, please initial every page of this letter and its attachments and return to this office one original of this Contract, duly signed and dated.

Yours sincerely,

[Insert name of RO/OC Director]

Director

[.....] RO/OC

For [Insert name of the company/organization]

Agreed and Accepted:

Signature _____

Name _____

Title _____

Date _____

ANNEX I**UNOPS General conditions of contract for professional services**

<https://www.unops.org/SiteCollectionDocuments/Procurement/GCCs%20For%20Professional%20Services.pdf>

ANNEX II**Terms of Reference (TOR)**

ANNEX III**BREAKDOWN OF COSTS**

ANNEX A**Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS)
RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015****Proposal/No Proposal Confirmation Form**

If after assessing this opportunity you have made the determination not to submit your proposal, we would appreciate if you could return this form indicating your reasons for non-participation.

Date:

To: UNOPS
DAVID DAEPP
PROGRAMME OFFICER, CAC – GPSO
UNOPS

email davidda@unops.org

From: _____

Subject RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

YES, we intend to submit an offer.

NO, we are unable to submit a proposal in response to the above mentioned Request for Proposal due to the reason(s) listed below:

- The requested products are not within our range of services/supply
- We are unable to submit a competitive offer for the requested products at the moment
- The requested products are not available at the moment
- We cannot meet the requested terms of reference
- We cannot offer the requested type of packing
- The information provided for quotation purposes is insufficient
- Your RFP is too complicated
- Insufficient time is allowed to prepare a quotation
- We cannot meet the delivery requirements
- We cannot adhere to your terms and conditions (please specify: payment terms, request for performance security, etc.)
- We are closed during the holiday season
- We had to give priority to other clients' requests
- Other (please provide reasons) _____
- _____
- We would like to receive future RFPs for this type of services

If UNOPS has questions to the offeror concerning this NO PROPOSAL, UNOPS should contact Mr./Ms. _____, phone/email _____, who will be able to assist.

ANNEX B

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS) RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

Mandatory Requirements/Pre-qualification Criteria

Offerors are requested to complete this form and return it as part of their submission.

Offerors will receive a pass/fail rating on this section. In order to be considered for Phase I, offerors must meet all the mandatory criteria described below. All questions should be answered on this form or an exact duplicate thereof. UNOPS reserves the right to verify any information contained in the offeror's response, or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions, will affect the evaluation of proposals.

Mandatory requirements/pre-qualification criteria	Offerors' response
<p>1.1. Implementation of research and coordination projects:</p> <p>Offeror confirms at least 3 completed similar assignments – and provides brief description of assignments (more detailed description of previous related experience/assignments will be useful in the full technical proposal)</p> <p>Note: Maximum ½ page per example including project name, total USD value, funding source, country(ies) of implementation, main deliverables with link to any relevant websites</p>	<p>Assignment Example 1:</p> <p>Assignment Example 2:</p> <p>Assignment Example 3:</p>
<p>1.2. Offeror confirms that it has been in business/legal existence for at least five (5) years</p>	<p>Yes/No</p>
<p>1.3 Offeror confirms that it has the resources to deliver the services outlined in its proposal in the timeline stipulated in this RFP</p>	<p>Yes/No</p>

ANNEX C

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS) RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

Technical Proposal Submission Form

- a. This Technical Proposal Submission Form must be completed in its entirety.
- b. This Technical Proposal Submission Form consists of this cover page, the Certificate of the Offeror's Eligibility and Authority to sign the Proposal, and the Technical Proposal itself.
- c. The entire Technical Proposal and all required and optional documentation related to the technical component of the proposal, must be included in an email attachment marked:
RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015 – Technical proposal- (name of Offeror)

The email subject line should read:

RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015 Technical proposal- (name of Offeror)

- d. The Technical Proposal is herewith submitted in accordance with the instructions given in the Request for Proposal.
- e. The completed and signed Technical Proposal Submission Form, together with the mandatory requirements / pre-qualification criteria document completed by me (Appendix 1 to this offer), together with any other supporting documentation submitted in accordance with this RFP and/or voluntarily constitutes the offeror's Technical Proposal and fully responds to the Request for Proposal No *RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015*

Offeror Eligibility Confirmation and Information	Offeror's Response
1. What year was your firm/organization established?	
2. In what province/state/country is your firm/organization established?	
3. Has your organization ever filed or petitioned for bankruptcy? (If YES, explain in detail the reasons why, filing date, and current status.)	Yes _____; No _____
4. Have your organization ever been terminated for non-performance on a contract? If YES, describe in detail.	Yes _____; No _____
5. Have you ever been suspended or debarred by any government, a UN agency or other international organization? If YES, provide details, including date of reinstatement, if applicable.	
<p>6. It is UNOPS policy to require that offerors and their sub-contractors observe the highest standard of ethics during the selection and execution of contracts. In this context, any action taken by a offeror or a sub-contractor to influence the selection process or contract execution for undue advantage is improper.</p> <p>In pursuance of this policy, UNOPS:</p> <p>(a) defines, for the purposes of this provision, the terms set forth below as follows:</p>	<p>Confirm</p> <p>Yes _____; No _____</p>

Offeror Eligibility Confirmation and Information	Offeror's Response
<p>(i) "corrupt practice" is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;</p> <p>(ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;</p> <p>(iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;</p> <p>(iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;</p> <p>(v) "obstructive practice" is</p> <p>(aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or</p> <p>(bb) acts intended to materially impede the exercise of UNOPS' inspection and audit rights.</p> <p>Confirm that the offeror and its sub-contractors have not engaged in any corrupt, fraudulent, collusive, coercive or obstructive practices in competing for this solicitation.</p>	
<p>7. Officials not to benefit: Confirm that no official of UNOPS has received or will be offered by the offeror or its sub-contractors, any direct or indirect benefit arising from this solicitation or any resulting contracts.</p>	<p>Confirm</p> <p>Yes _____; No _____</p>
<p>8. Confirm that the offeror supports the principles of the United Nations Global Compact, which includes respecting fundamental human- and labour rights and advancing environmental responsibility.</p>	<p>Confirm</p> <p>Yes _____; No _____</p>
<p>9. Confirm that the offeror is not engaged in any activity that would put it, if selected for this assignment, in a conflict of interest with UNOPS.</p>	<p>Confirm</p> <p>Yes _____; No _____</p>
<p>10. Confirm that the offeror and your sub-contractors have not been associated, or had been involved in any way, directly or indirectly, with the preparation of the design, terms of references and / or other documents used as a part of this solicitation.</p>	<p>Confirm</p> <p>Yes _____; No _____</p>
<p>11. UNOPS policy restricts companies from bidding on or receiving UNOPS contracts if a UNOPS staff member or their immediate family are an owner, officer, partner or board member or in which the staff member or their immediate family has a financial interest. Confirm that no UNOPS staff member or their immediate family are an owner, officer, partner or board member or have a financial interest in either the offeror or its sub-contractors.</p>	<p>Confirm</p> <p>Yes _____; No _____</p>

I, _____ (name of signing official) _____, certify that I am
_____ (position) _____ of _____ (legal name of company) _____; that by
signing this RFP bid for and on behalf of _____ (legal name of company) _____ I am certifying
that all information contained herein is accurate and truthful and that the signing of this bid is within the
scope of my powers.

(Signature) _____ (Name) _____ (Title)

(Date)

Provide the name and contact information for the primary contact from your company for this quotation:

Name: _____ Title: _____

Mailing address (street name/number/city/town/province/state): _____

Tel. no: _____ Fax no: _____

Email address: _____

Offer valid until: _____ (date) _____ Must be at least 90 days

Currency of offer: (state currency) _____ Payment terms 30 days accepted:

Are you a UNOPS registered vendor? Yes No If yes, provide vendor number: _____

Technical Proposal Submission Form

The offeror's proposal must be organized to follow the format of this RFP. Each offeror must respond to every stated request or requirement, and indicate that the offeror confirms acceptance of, and understands UNOPS stated requirements. The offeror should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the offeror's proposal will be deemed as accepted by the offeror. The terms "offeror" and "contractor" refer to those companies that submit a proposal pursuant to this RFP.

Where the offeror is presented with a requirement or asked to use a specific approach, the offeror must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive. Where a statement of non-compliance is provided, the offeror must indicate its reasons and explain its proposed alternative, if applicable, and the advantages and disadvantages to UNOPS of such proposal.

Technical Proposal outline:

Section	
1.	<p>Past performance</p> <p>A description of the Offeror's organization and an outline of relevant experience (last 5 years) on projects of a similar nature.</p> <p>For each assignment, the outline should specify the scope of work and deliverables, the names of the personnel who participated and their organizational affiliation, the duration of the assignment, the contract amount and the Offeror's role/involvement.</p>
2.	<p>Proposed approach</p> <p>Offerors must provide a clear and in-depth understanding of the objectives of the assignment, outline the offeror's approach to successfully meet the objectives through a detailed description of the scientific/technical approach, methodology to deliver the expected outputs and management arrangements.</p> <p>The rationale for the proposed platform and toolkit design should be provided. Quality control processes, risks / risk mitigation measures and research monitoring mechanisms should also be described.</p>
3.	<p><i>Work Plan and Team Structure including Proposed Personnel</i></p> <p>Offerors should provide a detailed work plan with main activities/tasks, milestones, delivery dates, dependencies and other relevant parameters in the form of a Gantt chart.</p> <p>Please outline the composition of the proposed team (management, technical experts, research / research support and administrative support staff) which you propose. The roles and activities assigned to each named team member should be clearly assigned as well as level of effort.</p> <p>An organigram illustrating the accountability and reporting lines, together with a description of your team structure, should support your proposal. The ability to mobilise and deploy the capacity within the timelines of the contract should be clearly demonstrated.</p> <p>The curriculum vitae of all the proposed personnel must be submitted with your proposal. CV's should cover relevant education, training, experience and publications.</p>

ANNEX D

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS) RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

Financial Proposal Submission Form

- a. This Financial Proposal Submission Form must be completed in its entirety.
- b. Financial proposals must be submitted in: United States Dollars (USD)
- c. The entire Price Proposal must be placed in a separate email attachment and marked as according to the instructions listed in section 7, Submission of Proposal:

RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015 - Research and coordination services for four research projects – FINANCIAL PROPOSAL – (name and address of offeror)

The email subject line should read:

RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015 – (name of offeror) – FINANCIAL PROPOSAL

- d. The completed Financial Proposal Submission Form constitutes Offeror's Financial Proposal and fully responds to Request for Proposal No RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015. I commit my Offer to be bound by this Financial Proposal for carrying out the range of services as specified in the solicitation package.

In compliance with this RFP the undersigned, propose to furnish all labour, materials and equipment in order to provide goods and services as stipulated in the RFP. This shall be done at the price set in this Schedule and in accordance with the Contract terms in this RFP.

_____ (Signature) _____ (Name) _____ (Title)

_____ (Date)

Provide the name and contact information for the primary contact from your company for this quotation:

Name: _____ Title: _____

Mailing address (street name/number/city/town/province/state): _____

Tel. no: _____ Fax no: _____

Email address: _____

Offer valid until: _____ (date) Must be at least 90 days

Currency of offer: (state currency) Payment terms 30 days accepted:

Are you a UNOPS registered vendor? Yes No If yes, provide vendor number: _____

Financial proposal submission form

Section 1: Travel

Country/Region		Quantity	Rate \$	COST \$
From:	To:			
<i>Please state Country/Region and, where applicable, Airport</i>	<i>Please state Country/Region and, where applicable, Airport</i>	<i>Please state the total quantity of expected journeys over the life of the project</i>	<i>Please specify the Cost of each journey</i>	

Example

<i>Origin</i>	<i>Destination</i>	<i>10</i>	<i>\$ 500.00</i>	<i>\$ 5,000.00</i>
---------------	--------------------	-----------	------------------	--------------------

<u>International</u>					\$
					\$
					\$
					\$
					\$
					\$
<u>Domestic</u>					\$
					\$
					\$
					\$
					\$
					\$
TOTAL TRAVEL COST:					\$

Section 2: Personnel

Role	Name	Job Title	Country	Qty of Days	Total Daily Rate	Cost \$
	<i>Name of each proposed personnel</i>	<i>Job Title for each of the proposed personnel</i>	<i>the Country in which the personnel will carry out the majority of their work</i>		<i>Please enter the total daily rate inclusive of profit and overheads</i>	

<i>Example</i>	<i>James Smith</i>	<i>Research Manager</i>	<i>Ethiopia</i>	<i>50</i>	<i>\$ 410.00</i>	<i>\$20,500.00</i>
----------------	--------------------	-------------------------	-----------------	-----------	------------------	--------------------

a) Project Leadership						\$
						\$
						\$
						\$
b) Project Admin						\$
						\$
						\$
						\$
c) Project Coordination						\$
						\$
						\$
						\$
d) Technical Experts						\$
						\$
						\$
						\$
TOTAL PERSONNEL COST:						\$

Section 3: Other expenses (please detail all relevant assumptions)

	Cost (USD)
Total Travel Cost	\$
Total Personnel Cost	\$
Other expenses (please define clearly above)	\$
TOTAL FINANCIAL PROPOSAL	USD \$

ANNEX E

Research and coordination services for the development of a platform and toolkit for City Development Strategies (CDS) RFP No. RFP/CAC/FCA/CDS-Output4/UNOPS/Sept2015

UNGM Vendor Registration Form

As part of the bid, it is desired that the offeror goes to the United Nations Global Marketplace (UNGM) registration website: <https://www.ungm.org/Registration/RegisterSupplier.aspx> and fills out the registration. If the offeror is already registered with UNGM, please provide your UNGM registration number (_____). Please ensure that your firm's information on UNGM is current.

The offeror may still bid even if not registered with the UNGM. However, if the offeror is selected for contract award, the offeror must register on the UNGM prior to contract signature.

All suppliers are required to adhere to the principles of the [United Nations Supplier Code of Conduct](#). UNOPS also expects all its suppliers to adhere to the principles of the [United Nations Global Compact](#) and strongly encourages them to subscribe to it.

ANNEX F

Regarding Consortium/Joint Proposals

1. The offeror shall submit only one Proposal for each requirement/research project. An offeror bidding individually or as a member of a Consortium shall not be entitled to submit another offer/proposal either individually or as a member of any other Consortium, as the case may be.

2. For determining the eligibility of Offerors, the following shall apply:

(a) The Offeror may be a single entity or a group of entities (the “Consortium ”), coming together to implement the Project.

(b) Members of the Consortium shall nominate one member as the lead member (the “Lead Member”),

(c) The nomination of the Lead Member shall be supported by the Joint Bidding Agreement (included below), completed and signed by all the other members of the consortium

(d) Members of the Consortium shall enter into a binding Joint Bidding Agreement (the “Joint Bidding Agreement ” hereafter) for the purpose of submitting the Bid.

The Joint Bidding Agreement shall, inter alia:

(i) Convey the intent to form a consortium in accordance with this RFP and subsequently carry out all the responsibilities in case any requirement(s) is/are awarded to the Consortium;

(ii) Include a statement to the effect that all Members of the Consortium shall, till the termination of the Concession Agreement, be liable jointly and severally for all obligations in relation to the awarded requirements.

3. No change in the composition of the Consortium is allowed subsequent to the submission of the Proposal.

4. In case of a Consortium, the information in the table below (1-4) should be provided for all the Members of the Consortium.

No	Criteria	Yes	No
1	Has the Offeror/ constituent of the Consortium been barred by the [Central/ State] Authority, or any entity controlled by it, from participating in any project.		
2	If the answer to 1 is yes, does the bar subsist as on the date of Proposal.		
3	Has the Offeror/ constituent of the Consortium paid liquidated damages of more than 5% of the contract value in a contract due to delay or has been penalised due to any other reason in relation to execution of a contract, in the last three years?		

TEMPLATE - Joint Bidding Agreement

THIS JOINT BIDDING AGREEMENT is entered into on this the day of20...

AMONGST

1. {..... Limited, a company/organization incorporated/registered under the} and having its registered office at (hereinafter referred to as the “ First Part ” which expression shall, unless repugnant to the context include its successors and permitted assigns)

AND

2. {..... Limited, a company/organization incorporated/registered under the} and having its registered office at (hereinafter referred to as the “ Second Part ” which expression shall, unless repugnant to the context include its successors and permitted assigns)

The above mentioned parties of the FIRST and SECOND PART are collectively referred to as the “Parties” and each is individually referred to as a “Party”

WHEREAS ,

(A) The Parties are interested in jointly bidding for the Project as members of a Consortium and in accordance with the terms and conditions of the RFP document and other bid documents in respect of the Project, and

(B) It is a necessary condition under the RFP document that the members of the Consortium shall enter into a Joint Bidding Agreement and furnish a copy thereof with the Application.

The Number of Parties are reflected here, as applicable.

NOW IT IS HEREBY AGREED as follows:

1. Definitions and Interpretations

In this Agreement, the capitalised terms shall, unless the context otherwise requires, have the meaning ascribed thereto under the RFP.

2. Consortium

2.1 The Parties do hereby irrevocably constitute a consortium (the “Consortium”) for the purposes of jointly participating in the Bidding Process for the Project.

2.2 The Parties hereby undertake to participate in the Bidding Process only through this Consortium and not individually and/ or through any other consortium constituted for this Project, either directly or indirectly or through any of their Associates.

3. Role of the Parties

The Parties hereby undertakes that Party of the First Part shall be the Lead member of the Consortium and shall have the power from all Parties for conducting all business for and on behalf of the Consortium during the Bidding Process and until the Appointed Date shall become effective.

4. Joint and Several Liability

The Parties do hereby undertake to be jointly and severally responsible for all obligations and liabilities relating to the Project and in accordance with the terms of the RFP

5. Representation of the Parties

Each Party represents to the other Parties as of the date of this Agreement that:

(a) Such Party is duly organised, validly existing and in good standing under the laws of its incorporation and has all requisite power and authority to enter into this Agreement;

(b) The execution, delivery and performance by such Party of this Agreement has been authorised by all necessary and appropriate corporate or Authority action

6. Miscellaneous

6.1 The Parties acknowledge and accept that this Agreement shall not be amended by the Parties without the prior written consent of the Authority.

IN WITNESS WHEREOF THE PARTIES ABOVE NAMED HAVE EXECUTED AND DELIVERED THIS AGREEMENT AS OF THE DATE FIRST ABOVE WRITTEN.

For and on behalf of:

LEAD MEMBER:

Signature

Name:
Title:
Organization:
Date:

OTHER PARTIES:

Signature
Name:
Title:
Organization:
Date:

Signature
Name:
Title:
Organization:
Date:



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