



Empowered lives.
Resilient nations.

REQUEST FOR PROPOSAL (RFP 111/21)

NAME & ADDRESS OF FIRM	DATE: September 3, 2021
	REFERENCE: Development of NDC Financing Strategy and Investment Plan

Dear Sir / Madam:

We kindly request you to submit your Proposal for ***Development of NDC Financing Strategy and Investment Plan*** (the detailed TOR is attached separately as Annex 1a).

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

Proposals may be submitted on or before, **17 September 2021, 4:00 pm local Yerevan time (GMT +4) via email only:**

tenders.armenia@undp.org

Please note that proposals received through any other e-mail address will not be considered. Your Proposal must be expressed in the English, and valid for a minimum period of 60 days calendar days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. 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.

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

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

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

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of

Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions 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, herein attached as Annex 3.

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:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

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: http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

*Procurement Unit
UNDP Armenia*

Description of Requirements

Context of the Requirement	Development of NDC (National Determined Contributions) Financing Strategy and Investment Plan for Armenia
Implementing Partner of UNDP	Ministry of Environment of RA (DIM modality)
Brief Description of the Required Services ¹	<p>The objective of the task is to develop the NDC Financing Strategy and Investment Plan (FS&IP) of Armenia to enable the government to operationalize priority actions identified in the NDC and NDC IP. To this end NDC FSIP is to enhance the mobilization of funding, in particular from:</p> <ol style="list-style-type: none"> 1) public finance sources, both national and international; 2) private sector participation and investment sources; and 3) innovative financing mechanisms, including but not limited to carbon finance. <p>The Consultant will ensure that the FS&IP is gender-sensitive/responsive and aligned with the nationalized SDGs of Armenia.</p>
List and Description of Expected Outputs to be Delivered	– As per Annex 1a – Terms of Reference (TOR)
Person to Supervise the Work/Performance of the Service Provider	UNDP Climate Change Programme Coordinator
Frequency of Reporting	<i>As per TOR (Annex 1a) Expected Deliverables and Draft Timeframe of the Services</i>
Progress Reporting Requirements	<i>As per TOR (Annex 1a) Expected Deliverables and Draft Timeframe of the Services</i>
Location of work	<input type="checkbox"/> Exact Address as provided below <input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	3 months.
Target start date	October 2021
Latest completion date	January 2022
Travels Expected	As per Annex 1a – Terms of Reference (TOR)
Special Security Requirements	<input type="checkbox"/> Others <input checked="" type="checkbox"/> Not Required
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <input checked="" type="checkbox"/> N/A
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required				
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars (USD) <input checked="" type="checkbox"/> Local Currency (AMD) (will be converted in accordance to UNORE)				
Value Added Tax on Price Proposal ²	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes				
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<input checked="" type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input type="checkbox"/> 120 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				
Payment Terms ³	Outputs	Percentage	Timing	Condition for Payment Release	
	Review report on basic documents, government processes, data, and status of climate finance strategies in accordance with the requirements set out in points 1/1-1/4	15%	1 month after contract signing	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	
	Draft NDC FS&IP in accordance with the points 2- 4	55%	2 months after contract signing		
	Validation workshop on draft NDC FSIP as it is set in the point 5	10%	2.5 months after contract signing		
	Final draft NDC FS&IP in accordance with the point 6	20%	3 months after contract signings		

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

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Diana Harutyunyan, UNDP Climate Change Programme Coordinator;
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Services
Criteria for Contract Award	<p><input type="checkbox"/> Lowest Price Quote among technically responsive offers</p> <p><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution), where the minimum passing score of technical proposal is 70%.</p> <p><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.</p>
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <p><input checked="" type="checkbox"/> Expertise of the Firm (max score: 300), including:</p> <ul style="list-style-type: none"> • At least 3 years of experience in financial analysis, financial planning, investment planning, investment consulting (max score: 100); • Experience in designing and developing at least 5 climate related finance/investments strategies, financial plans, investment programmes (max score: 100); • Experience in cooperation with specialized organizations, UN organizations, development finance institutions, research teams, state governance bodies, and other stakeholders (max score: 100); • <i>Experience of working on climate change in EU candidate and EaP countries would be an asset.</i> • <i>Experience in conducting strategy and/or policy planning in Armenia would be an asset.</i> <p><input checked="" type="checkbox"/> Methodology, its Appropriateness to the Conditions and Implementation Plan (max score: 200), including:</p> <ul style="list-style-type: none"> • Task implementation approach, including detailed description of implementation methods and milestones to carry out the proposed task; a detailed work plan with timelines for the Deliverables/Outputs (max score: 200) <p><input checked="" type="checkbox"/> Qualification of Key Personnel (max score: 500), including:</p> <ul style="list-style-type: none"> • Team Leader with at least 10 years of professional experience in climate finance (max score: 200); • Climate change expert with at least 5 years of international experience in developing climate change related policy papers and monitoring systems; knowledge and awareness of UNFCCC processes is an asset (max score: 100); • Climate finance expert with at least 5 years of professional experience working on applied policy-oriented financial/economic analysis for topics related to climate

	<p>change mitigation and adaptation, green investments, energy policy or related (max score: 100);</p> <ul style="list-style-type: none"> • Legal and Policy Expert with at least 3 years of experience in carrying out legislative, policy, functional, needs analysis, or similar consultancy in the environmental, climate change or related fields (max score: 100). <p>Financial Proposal (30%) To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Annexes to this RFP ⁴	<input checked="" type="checkbox"/> Detailed TOR (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) ⁵ <input type="checkbox"/> Others ⁶
Contact Person for Inquiries (Written inquiries only) ⁷	<p>Procurement Unit, UNDP Armenia procurement.armenia@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>
Other Information [pls. specify]	

⁴ Where the information is available in the web, a URL for the information may simply be provided.

⁵ 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.

⁶ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁷ 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.

**TERMS OF REFERENCE
FOR PROVISION OF PROFESSIONAL SERVICES**

Service Title:	Development of NDC (National Determined Contributions) Financing Strategy and Investment Plan for Armenia
Project's Title:	"EU4Climate" UNDP-EU/00115652 Regional Project
Duration:	3 months
Location:	Yerevan, Armenia

1. Background:

EU4Climate Project (Project) helps governments in the six EU Eastern Partner countries to take action against climate change. It supports countries in improving climate policies and legislation that contribute to their low emission and climate resilient development and their commitments to the Paris Agreement on Climate Change. Its ambition is to limit climate change impact on citizens' lives and make them more resilient to it.

EU4Climate is funded by the European Union (EU) and implemented by the United Nations Development Programme (UNDP). The objective of the Programme is to support the development and implementation of climate-related policies by the Eastern Partnership countries.

The Paris Agreement (PA) has established a process by which countries increase their efforts to reduce emissions and increase resilience over time in an effort to achieve the long-term temperature goal of the Paris Agreement. Countries have been requested to prepare, communicate, and implement subsequent NDCs every five years. They are to do so with a view to ensuring that successive NDCs represent a progression beyond the current NDC and reflect the highest possible ambition.

On 22 April the Government of the Republic of Armenia approved and on 30 April presented Armenia's updated 2021-2030 Nationally Determined Contributions (NDC) under the Paris Agreement to the United Nations Framework Convention on Climate Change (UNFCCC), marking its renewed commitment for the period of 2021-2030 to the landmark Paris Agreement, by which world leaders universally agreed to advance climate actions to limit temperature rise to well below 2 degrees Celsius, while pursuing efforts to limit it to a safer 1.5 degrees.

The updated national climate pledge of Armenia sets out the economy-wide GHG emission reduction single year target of 40 % by 2030 compared with the base year 1990, that is safeguarded by the national and sectoral strategies and their implementation programmes. It has built on the principle of green economy and ensured compatibility with the Sustainable Development Goals (SDGs), at the same time setting out the enhanced transparency and accountability framework for tracking the progress on implementation of country's commitments under the Paris Agreement.

Nevertheless, an important challenge is the transformation of the updated NDC into tangible actions that lead to long term low emission and climate-resilient development. Given that the objectives established in the NDC are commitments made by the country and that the country shall account for its NDCs on a 5-year basis, the development of the NDC Implementation Plan (NDC IP) is initiated to support a more effective implementation process and coordination and to ensure transparency.

In particular, the NDC implementation plan presents the identified priority activities and assessed resource needs. In this context, Armenia will need sustained financial, capacity building and technical support to regularly prepare, implement, and report on national actions under the PA and more specifically for limiting GHG emissions for securing the NDC targets. The UNDP supports the Government to achieve transformational change by using NDC implementation as a mechanism to scale up investment in climate change and deliver sustainable development.

2. Scope of Professional Services:

2.1. Objective of the Task

The objective of the task is to develop the NDC Financing Strategy and Investment Plan (FS&IP) of Armenia to enable the government to operationalize priority actions identified in the NDC and NDC IP. To this end NDC FS&IP is to enhance the mobilization of funding, in particular from:

- 1) public finance sources, both national and international;
- 2) private sector participation and investment sources; and
- 3) innovative financing mechanisms, including but not limited to carbon finance.

The Consultant will ensure that the FS&IP is gender-sensitive/responsive and aligned with the nationalized SDGs of Armenia.

The Consultant is expected to present its vision and methodology regarding the below described tasks, including sub-activities, scope of work and offer any alterations or additions if relevant for the main purpose of the given assignment.

2.2. Activities to Implement

Under the overall supervision of UNDP CO Climate Change Programme Coordinator, and in consultation with Task Leader, the Consultant's activities will include but is not limited to the following:

1. Review the basic documents, government processes and data, as set out below, but not limited to:
 - 1) *Basic Document Review* - Fundamental Sector Data, Armenia's NDC 2021-2030, draft NDC Implementation Plan, Armenia's 4th National Communication and 3rd Biennial Update Report to UNFCCC, National Action Program of Adaptation to Climate Change and the List of Measures for the period of 2021-2025, relevant technical reports prepared, other climate related policy documents and sectoral strategies, including Government programmes, action plans at the national and sectoral levels and the experience with carbon finance mechanisms, including an overview of any projects.
Outcome: Overview of the NDC landscape at national and sector level.
 - 2) *Government Processes Review* – Climate Public Expenditure Review conducted in the frame of the EU4Climate Project; Budget framework and budget programme structure with a view to identify climate change related budget programmes that will require prioritized action during the NDC implementation; Budgetary process of Armenia.
Outcome: Recommendations for the alignment of the NDC FS&IP with procedures, mechanisms and instruments conveyed by the Ministry of Finance of Armenia during financial and budgetary planning.
 - 3) *Data Review* – Review the climate finance landscape in the country and assess funding gaps that require international support and private sector investments to enable Armenia to be on track to reaching the targets under the NDC 2021-2030.
Outcome: overview of Armenia's climate finance landscape.
 - 4) *Review the status of climate finance strategies*, which should include existing climate investment plans or policies that may be in place at the national, subnational, or sectoral level and an assessment of the policy coherence and conflicts and mainstreaming efforts at national and sub-national levels, as well as existing work programmes established with

bilateral or multilateral funders.

Outcome: Updated status of climate finance strategies in Armenia.

2. Draft the Financial Strategy with clearly set out public, private, bilateral and multilateral financing options, including:
 - 1) costing of the priority actions for the NDC, and identification of financing options for international climate financing to close the gaps, as well as specific recommendations for accessing climate finance.
 - 2) recommendations to the government on increasing the prioritization and mainstreaming of budget programmes relevant to climate change during the budget formulation process, as well as development of guidelines for resource mobilization, including a consideration of public and private sector utilisation of innovative finance approaches and international trading.
3. Development of an implementation roadmap for the financing strategy that should include:
 - 1) Policy and investment recommendations for an improved sectoral financial architecture which could consider, among others, tax reforms, market mechanisms;
 - 2) Summary of capacity gaps and the development of a related capacity building plan for public and private sector entities;
 - 3) Measures to increase private sector engagement and overcome barriers to incentivize climate action-related investments for mobilization of climate finance;
 - 4) Stakeholder mapping for the purpose of identification of roles in implementing the actions, their responsibilities, and critical gaps;
 - 5) Recommendation on institutional arrangements for the oversight and coordination of climate finance activities in the country;
 - 6) Performance indicators and methodology for tracking climate finance resources as per UNFCCC requirements, integrated into the Climate Finance MRV component of the national MRV system.
4. Design the Investment plan that covers the following elements:
 - 1) Programme of investments required to implement each priority action in the NDC and NDC IP, as well as a concrete strategy for meeting those financing needs.
 - 2) Plan and schedule for accessing the various identified financial options for NDC implementation channels of funding.
 - 3) Financing instruments for the NDC sectors, sub-sectors and technologies and include public sector funding/de-risking instruments and private sector financing where appropriate and feasible and prepare detailed implementation steps.
 - 4) Resource mobilization plan including matrix of potential development partners, private sector including carbon finance, and financing institutions at both national and international levels; and Investment guide and project pipeline.
 - 5) Recommendations for the enabling environment to facilitate the investments. These recommendations should clearly reflect the barriers and opportunities previously identified.
5. Participate in a validation workshop of the drafted FS&IP with participation of government representatives, private sector, NGOs, academia and donor community to present and verify the prioritization, feasibility, and outline of roles and responsibilities of the identified institutions involved in implementing the proposed FS&IP.
6. Based on the comments and recommendations received from the workshop participants and UNDP/Government, finalize FS&IP of Armenia.

3. Expected deliverables and timelines

#	Deliverable	Timeline: months after signing the contract	Budget
1.	Review report on basic documents, government processes, data, and status of climate finance strategies in accordance with the requirements set out in points 1/1-1/4	1	15%
2.	Draft NDC FS&IP in accordance with the points 2- 4	2	55%
3.	Validation workshop on draft NDC FSIP as it is set in the point 5	2.5	10%
4.	Final draft NDC FS&IP in accordance with the point 6	3	20%

The initial and finalized drafts of NDC FS&IP must be provided in Armenian and English.

The UNDP reserves a right to terminate the contract at any phase, if the requirements as per the TOR are not met, including in the case when the implementing organization/company is not able to ensure the participation in the project of the initially designated staff.

4. Professional Requirements towards Organization/Company

Applicant organization/company must meet the following criteria:

- At least 3 years of experience in financial analysis, financial planning, investment planning, investment consulting
- Experience in designing and developing at least 5 climate related finance/investments strategies, financial plans, investment programmes
- Experience in cooperation with specialized organizations, UN organizations, development finance institutions, research teams, state governance bodies, and other stakeholders.
- Experience of working on climate change in EU candidate and EaP countries would be an asset.
- Experience in conducting strategy and/or policy planning in Armenia would be an asset.

4.1. Professional Requirements towards the Key Staff of Organization/Company

Applicant organization/company must have experienced professional staff, including the following key specialists:

- **Team Leader** with at least 10 years of professional experience in climate finance;
- **Climate change expert** with at least 5 years of international experience in developing climate change related policy papers and monitoring systems; knowledge and awareness of UNFCCC processes is an asset.;
- **Climate finance expert** with at least 5 years of professional experience working on applied policy-oriented financial/economic analysis for topics related to climate change mitigation and adaptation, green investments, energy policy or related.
- **Legal and Policy Expert** with at least 3 years of experience in carrying out legislative, policy, functional, needs analysis, or similar consultancy in the environmental, climate change or related fields.

Annex 2 - FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁸

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁹)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

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, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Latest Audited Financial Statement – income statement or balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, etc.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

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

- a) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are experts, etc.;*
- b) *CVs demonstrating qualifications must be submitted; and*
- c) *Written confirmation from each personnel that they are available for the entire duration of the contract.*

⁸ This serves as a guide to the Service Provider in preparing the Proposal.

⁹ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

D. **Cost Breakdown per Deliverable***

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Review report on basic documents, government processes, data, and status of climate finance strategies in accordance with the requirements set out in points 1/1-1/4	15%	
2	Draft NDC FS&IP in accordance with the points 2- 4	55%	
3	Validation workshop on draft NDC FSIP as it is set in the point 5	10%	
4	Final draft NDC FS&IP in accordance with the point 6	20%	
	Total	100%	

**This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component [This is only an Example]:**

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Key Expert 1				
b. Key Expert 2				
c. Key Expert 3				
d. Expert 3				
e. Expert 4				
f. ...				
2. Services from Field Offices				
a. Key Expert 1				
b. Key Expert 2				
c. Expert 3				
d. Expert 4				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				
TOTAL				

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

[Designation]

[Date]



*Empowered lives.
Resilient nations.*

Annex 3- UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES

(attached separately)