

# INVITATION TO TENDER

## **Procurement package:**

Framework agreement for services within  
the field of peacebuilding and conflict  
resolution

Deadline for submission of tenders: 26.10.2015 at 09:30 am CEST

OPEN PROCEDURE – under Part I and III of the Public Procurement Regulations

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## **1. INFORMATION ABOUT THE CONTRACTING AUTHORITY**

The Contracting Authority, the Norwegian Peacebuilding Resource Centre/Norsk Ressurscenter for Fredsbygging (NOREF), is an independent, policy-oriented resource centre established to integrate knowledge, experience, and critical reflection into peacebuilding policy and practice.

As such, the Contracting Authority is a key resource centre in supporting particularly Norwegian peacebuilding efforts, peace operations, and Norway's role as a mediator and key humanitarian actor in conflict and post-conflict situations.

NOREF was established in 2008 by the Norwegian Ministry of Foreign Affairs (MFA). It is a private foundation governed by a Board, receiving funding from the Norwegian MFA and other international donors. For further information about NOREF, please visit [www.peacebuilding.no](http://www.peacebuilding.no).

## **2. INFORMATION ABOUT THE PROCUREMENT**

### **2.1 Background**

Monitoring and anticipating developments and changes in world politics are central to NOREF's function, allowing the Centre to respond effectively to dynamic and changing global conflicts and engage in relevant peacebuilding activities. The past decade has seen growing multipolarity in world geopolitics, the emergence of new actors and drivers in violent conflicts and their resolutions, and the relative lack of success in recent years of what have hitherto been mainstream peacebuilding approaches. NOREF strives to support the development of innovative thinking and practice in national, regional, and global responses, with a view to contributing in particular to Norwegian peacebuilding policy and practice and the resolution of violent conflicts through dialogue and mediation. To this end, NOREF supports policy processes and opens spaces for political dialogue in armed-conflict and post-conflict situations. Parallel to this main work component, the Centre also works to anticipate issues and global trends of interest to policymakers and provide policy recommendations based on well-informed, high-quality analysis.

NOREF collaborates with a wide network of experts, policymakers, researchers and practitioners. Analyses are commissioned and carried out by experts in their fields. NOREF also organises briefings, seminars and events, and in collaboration with local partners aims at offering an arena and private space for dialogue.

To effectively respond to current and foreseeable needs, the Contracting Authority is establishing one framework agreement concluded with several suppliers, divided into nine (9) portfolios covering particular areas of competence according to the provisions laid out in this tender document. Suppliers are invited to tender for any portfolio and up to as many as nine (9). The evaluation will weight price against criteria as set out in section 9 of this document. There will not be one comprehensive evaluation. The prices given in Appendix 9 will be applied to each portfolio; however please note that a different price is requested for portfolio #9. For further details, please see section 9.

## 2.2 Description of the assistance required

Through this document the Contracting Authority encourages all institutes, organisations, and individual consultants with demonstrated competence and capacity to apply to provide the services described below.

### 2.2.1 Description of services

The Contracting Authority will request the following services related to the portfolios described in section 2.2.2, but not applying to portfolio #9.

Tenderers will apply to offer consultancy and advisory services designed to intelligently inform the Contracting Authority as to the drivers, stakeholders and affected actors of a given armed conflict, implying that the adviser has expertise in a given country or conflict-affected area and some first-hand knowledge of the conflict/country, and is connected to a network of key actors in the given conflict/country, or that s/he has proven thematic expertise. Advice can take different forms and be provided either in writing or orally, as, for example, through

- in-person briefings and consultative conversations;
- networking introductions and support in establishing contacts with international networks/actors/organisations;
- written policy briefs and reports of various formats;
- mappings and syntheses of reports, books and grey literature;
- expert advice, opinions and recommendations;
- advice on guiding cultural principles.

(For selection criteria, please see section 9.)

### 2.2.2 Areas of competence

The supplier must be an experienced consultant or be able to offer such consultants with expertise in one or several of the following portfolios. Please note that interested suppliers are not required or expected to apply for all the portfolios and should explicitly indicate in their tender in which of the portfolio(s) they have demonstrable experience. Please note that some portfolios have a geographical and others a theoretical focus, whereas the last portfolio (#9) requires services/competences of a more technical and practical nature.

#### Portfolios:

1. Colombia: Expertise is required in terms of the present peace process and its political, social and economic factors, and possible post-conflict scenarios. This includes the current political situation; civil-military-armed group(s) dynamics; the role of civil society in possible post-conflict scenarios (with particular stress on the Women, Peace and Security (WPS) agenda); directly and indirectly involved key actors in the conflict; the political economy of the war; and the international dimension of the post-conflict situation in relation to Latin America, the U.S. and Europe.
2. Philippines: Expertise is required in terms of the ongoing conflict and subsequent peace process between the Government of the Philippines and CPP-NDF-NPA (CNN) with its

political, social and economic factors and, while not exclusively, the role of civil society and the WPS agenda in this particular context, indigenous peoples' rights, and peace constituencies; and also, to a lesser extent, the potential role of ASEAN.

3. North Africa: Expertise is required in terms of the monitoring of, research into, and analysis of the tensions and conflicts in Egypt, Libya and other North African countries with a specific focus on the role of socioeconomic and political factors and institutions (such as the military, the judiciary, mass media, etc.); political actors, organisations and networks (including domestic, regional and international actors, as well as state, non-state, corporate and individual actors); the political economy of the conflicts; gendered dimensions of the conflicts; peace constituencies; and opportunities for peacebuilding and dialogue. Links among actors, organisations, networks, and illicit flows in North Africa and the Sahel also constitute an important area of expertise and research.
4. Middle East: Expertise is required in terms of the armed conflicts in Syria and Iraq; their humanitarian and regional repercussions; the socioeconomic and political factors and effects of these armed conflicts; the involvement of regional and international community actors and networks (states, multilateral organisations, NGOs) and their sources of social, political and financial support; relations between these central states and various 'peripheral' regions and/or marginalised groups; the relationships between state repression and various forms of marginalisation, on the one hand, and extremism and radicalisation, on the other, with a broader view to reducing the use of violence; the political economy of these conflicts; their regional socioeconomic and political effects and humanitarian repercussions; and views and insights on peacebuilding opportunities and dialogue. Also, expertise is required on the development of new voices, perspectives and younger generations in Israel and the occupied Palestinian territories, Islamisation, and the rise of extremist groups and internal political developments, including in Gaza and the West Bank.
5. Africa: Expertise is required in terms of the dynamics and factors shaping the various armed conflicts in the continent, and the linkages between these conflicts and trafficking, the protection of civilians, state stability and migration; analysis of and recommendations for international responses to these conflicts; and access to key networks and actors relevant to the transformation of these conflicts. Areas of particular interest include the Sahel; West, Central and East Africa; the Horn; and the Great Lakes.
6. "Emerging powers": Expertise is required in terms of the dynamics of Brazil, South Africa and Turkey in the fields of preventive diplomacy, mediation, conflict prevention, and peacebuilding operations both domestically and internationally, with a particular focus on potential cooperation between Norwegian civil society actors and partners in these countries, as well as their relations with the United Nations and their role in regional and multilateral organisations.
7. Inclusivity and gender: Expertise is required in terms of the current paradigms and assumptions underpinning the WPS agenda and related dominant paradigms and practices (i.e. peacebuilding, securitisation, etc.); the shortcomings, challenges and problems related to this agenda and these paradigms; how this agenda and these paradigms contribute to less exclusive and more sustainable peace processes and agreements; analysis of inequities

related to gender, religion, language, sexual orientation, ethno-racial and other forms of inequity in peace processes and agreements; analysis of the different needs of men/women, girls/boys, rural/urban inhabitants, the able bodied/disabled; gender analysis of a particular conflict and its effects, as well as of likely post-conflict scenarios; and process-oriented and substantive analysis with the overall aim of providing strategic insights and policy guidance toward integrating gender-sensitive analysis into peacebuilding processes.

8. Trends: Expertise is required in terms of the dynamics between arms, armed conflicts and conflict resolution, such as supply chains, humanitarian impact, new technologies, legal status, DDR and post-conflict arms management; issues concerning design and implantation of ceasefires; rights and roles of victims in the context of negotiations; interrelationships between armed conflicts and humanitarian crises; theories and trends in mediation; norms and practices in non-violent interventions to facilitate processes of negotiated peace agreements; ways to develop political dialogue in the context of new conflict trends (including multipolarity, migration, identity politics and climate change); the roles of new actors in opening spaces for political dialogue and the multiple challenges for conflict resolution posed by the increased role of armed non-state actors as drivers of and stakeholders in current and future armed conflicts and situations of chronic armed violence.
9. Logistical support: In this portfolio the Contracting Authority is calling for services ranging from technically offering a physical space and having trained resources on meeting organisation and budget monitoring, to comprehensive support with sensitive political logistics.

Administrative support to logistics coordination entails all the services around any kind of event or meeting that the Contracting Authority organises in a given country. This conventional type of meeting would typically include, but not be limited to, small expert meetings, working meetings, public presentations or book/report launches. It could also include the provision of support for field trips in the given country and (when applicable) the region.

At the other end of the spectrum lies what the Contracting Authority defines as *political logistics expertise*, which requires a more politically tuned set of skills than those required to organise more conventional meetings. The Contracting Authority seeks partners that will co-organise, advise on or assist with different kinds of events and meetings within the framework of “Track II diplomacy”. Such meetings are designed to bring together non-official actors to foster mutual understanding and initiate relationships. Developing, convening and hosting this type of meeting is time consuming and challenging, since they are often organised – to the extent possible – in the conflict-affected country or region and often at a very short notice. Cultural and political sensitivity is crucial, as well as the ability to confidently engage with actors and partners from all societal and political levels and areas and with different professional, political and cultural backgrounds. Discretion, confidentiality and loyalty to the Contracting Authority are essential aspects of this type of work.

Within this portfolio potential suppliers are invited to demonstrate where on the broad spectrum of logistics (as described above) their competences lie.

### **3. PROCUREMENT PROCEDURE**

#### **3.1 Type of procedure**

The procurement is conducted under the Norwegian Public Procurement Act of 16 July 1999 and the Public Procurement Regulations (7 April 2006 No. 402). For this contract, Part I and III of the regulations are applicable (the latter applying to goods and services with a value above NOK 1 550 000, excluding VAT).

This is an open procedure and there will be no opportunity for the negotiation of conditions or prices. Tenders will not be opened in public. A representative of the Contracting Authority and those persons the Contracting Authority authorises to be present will be present when the tenders are opened. No bidders' conference will be held. No site visit will be held.

A register will be kept that includes all relevant information and describes all important decisions taken throughout the procurement process.

The contract notice will be published on the Doffin and TED websites on 09.09.2015.

#### **3.2 Contract**

The Contracting Authority intends to establish a parallel framework agreement with a maximum of 60 suppliers. An evaluation will be conducted based on the given award criteria.

The term of the framework agreement is 30.11.2015 – 30.11.2017, with an opportunity to extend it for a further year at a time up to two (2) times. Changes to the schedule might occur. This may be subject to deviation based on the availability of specific resources.

#### **3.3 Value of the framework agreement**

While it is not entirely possible to foresee or forecast the Contracting Authority's work programme over this period, the Contracting Authority has previously procured such services to a total value of approximately NOK 8 000 000, excl. VAT, per year.

#### **3.4 Call-offs and call-offs procedure**

For each project undertaken within this Framework Agreement, the Contracting Authority will award an individual contract, hereafter called call-off.

Call-offs shall be conducted in accordance with section 15-3 (2) of the Public Procurement Regulations (7 April 2006 No. 402) stating: *Contracts based on framework agreements concluded with several economic operators may be awarded ... by application of the terms laid down in the framework agreement without reopening competition.* Direct awards may only be applied to projects valued up to a maximum of NOK 600 000 (excl. VAT, incl. travel expenses) where time is of the essence or due to the complexity of the project.

For projects valued at over NOK 600 000 (excl. VAT, incl. travel expenses) all framework agreement holders within the applicable portfolio shall receive an invitation to a mini-competition. These mini-competitions will include project-specific requirements and award criteria.

The Contracting Authority reserves the right in special circumstances to announce new competitions for open tender.

### **3.5 General requirements**

Tenders must be drawn up in accordance with the tender documents. Alternative tenders may not be submitted. The contract is divided into lots, named “portfolios”, that may be tendered for separately.

### **3.6 Public access to documents**

Under the new Norwegian Freedom of Information Act, which entered into force on 1 January 2009, registers of tenderers and tenders are made public once the supplier has been chosen. However, this does not apply to information that is subject to a statutory duty of confidentiality, such as certain personal information or commercially sensitive information on operational or business matters. Tenderers are therefore requested to deliver a copy of their tenders from which confidential information has been deleted; please see section 6.2 for further information.

### **3.7 Costs incurred during the procurement process**

Tenderers are not entitled to any form of compensation for costs incurred in connection with the preparation of the tender or clarification of the tender documents.

### **3.8 Communication**

The contact person is Ms Florence Mandelik. All questions and enquiries regarding these tender documents must be submitted by email to [fm@peacebuilding.no](mailto:fm@peacebuilding.no) and must refer to “Procurement of Framework agreement”.

There must be no communication with any other representative of the Contracting Authority concerning the tender procedure.

Tenders must be submitted in English. All communication during the tendering process will also be in English.

## **4. DEADLINES AND TIMETABLE**

### **4.1 Tender validity period**

Tenders should remain open for acceptance for three (3) months after the deadline for the receipt of tenders.

### **4.2 Deadline for receipt of tenders**

Tenders must be received **no later than 26.10.2015 at 09:30 am CEST.**

**Please note that the Contracting Authority is obliged by law to reject all tenders received after this deadline.**

### **4.3 Procurement timetable**

The Contracting Authority intends to follow the schedule below for the procurement process:



<b>Activity</b>	<b>Date/Time</b>
Contract notice	09.09.2015
Deadline for questions regarding the invitation to tender	29.09.2015
Deadline for submission of tenders	26.10.2015 09:30 am CEST
Notification of award	13.11.2015
Deadline for appeals by tenderers	23.11.2015 12:00 pm CEST
Contract signature	30.11.2015

Please note that the dates after the deadline for the receipt of tenders are indicative. The timetable above is subject to change at the Contracting Authority's discretion.

## **5. ERRORS OR LACK OF PRECISION IN AND AMENDMENTS TO THE TENDER DOCUMENTS**

Tenderers must inform the Contracting Authority immediately if they discover errors, deficiencies, omissions or a lack of precision in the tender documents.

The deadline for submitting questions about the tender documents is provided in point 4.3: Procurement timetable. Questions and answers will be published anonymously on the Doffin and TED websites. Tenderers are responsible for keeping themselves informed of supplementary information published on the websites.

The Contracting Authority may only make minor amendments to the tender documents, and only before the deadline for the receipt of tenders. Information on any such amendments will be published on the Doffin and TED websites. Tenderers must take such amendments into account in their tenders.

If amendments are made so late that it is difficult for tenderers to take them into account in their tenders, the Contracting Authority will extend the deadline for the submission of tenders. All those who have recorded their interest in the contract on the Doffin and TED websites will be notified of the extension of the deadline.

## **6. SUBMISSION OF TENDERS**

### **6.1 Tender structure**

Tenders must be structured as set out below. Tenderers are responsible for ensuring that answers to all questions and responses to all requirements in the tender documents are included:

- 1. Completed and signed tender letter using Appendix 1 and adding :
  - Name of procurement
  - Legal name, address of the tenderer
  - Specification in the given table of which portfolio the tender relates to
  - Confirmation of compliance with qualification requirements
  - Confirmation of validity period according to section 4 of this document

- Contact person, e-mail, phone
- Signature and date
- 2. Status and legal form of tenderers or using Appendix 2
- 3. Tax Certificate or using Appendix 3
- 4. Economic and financial standing of tenderers or using Appendix 4
- 5. Declaration of compliance with Norwegian health, environmental and safety legislation in Appendix 5
- 6. Declaration of good conduct in Appendix 6
- 7. Past experience of tenderers
- 8. Curriculum vitae of tenderers/consultants
- 9. Documentation on experience
- 10. Price in Appendix 9
- 11. Agreement draft filled with necessary information

When submitting the tender, please ensure that the document files are numbered according to the above list.

## **6.2 Submission of tender**

The tender must be submitted electronically on a USB-compatible flash drive. No paper copy will be accepted. No folder/file in a .zip or .rar or any compression format will be accepted.

All documents shall be correctly numbered, labelled and formatted in .pdf or .doc/.docx/.odt format. In a separate folder on the flash drive a copy of the tender from which all confidential information has been removed should be submitted (see section 3.7). The flash drive must be submitted in a neutral, sealed envelope addressed as follows:

Florence Mandelik  
NOREF  
Procurement  
Office address: Borggata 2B, 0650 Oslo, Norway  
*(please note that the reception is open between 08:30 and 15:30)*

Or

Postal address:  
Florence Mandelik  
NOREF  
Procurement  
Postboks 2947 Toyen  
0608 Oslo  
Norway

Marked: "Only To Be Opened By The Addressee".

## **7. REJECTION/CANCELLATION**

Sections 20-12, 20-13 and 20-14 of the Public Procurement Regulations contain provisions for the rejection of tenders and the cancellation of procurement processes. The most important of these are briefly described below:

The regulations state that contracting authorities shall reject tenders that are received after the deadline or that are delivered or sent without being sealed. Contracting authorities may reject tenders that do not comply with the requirements set out here or that are not signed. The Contracting Authority reserves the right to extend the deadline, but the tenderer is not entitled to require this right. Tenderers who do not comply with the requirements for documentation may be rejected. If a tender is rejected, the tenderer will be given an individual explanation as soon as possible.

If the procurement process is cancelled, all tenderers will be informed in writing.

## **8. CONDITIONS FOR PARTICIPATION AND DOCUMENTATION REQUIRED**

Only suppliers who are found to be eligible will have their tenders evaluated. In the event of non-compliance, suppliers will be notified.

Please note that all the required documentation must be submitted at the latest by the deadline for the submission of tenders and it is not sufficient to refer to websites or other documentation that is not attached to the tender. A tender may be rejected if the documentation is not submitted by the deadline. Moreover, the use of subcontractors is not permitted.

Condition	Documentation required	To be documented in the tender under point
<p>The tenderer shall be a legally established business.</p>	<p>Proof of enrolment in professional or trade registers.</p> <p>For Norwegian tenderers with a Norwegian business enterprise organisation number: a certificate from the Brønnøysund Register Centre (<i>firmaattest</i>, or <i>registerutskrift</i> in the case of sole proprietorship).</p> <p>In cases where the tenderer is self-employed, a personal statement declaring his/her legal right to work as an independent consultant in the country of residence will be sufficient. Please see Appendix 2.</p>	<p>2/ Appendix 2</p>
<p>The tenderer's affairs with regard to the payment of tax and value-added tax shall be in good order.</p>	<p>Proof of payment of tax and VAT in the country where the business is registered.</p> <p>For Norwegian tenderers with a Norwegian business enterprise organisation number: tax and VAT certificates certifying that the tenderer does not owe any taxes (<i>attest om restanse på skatt/avgift mv</i>). These two certificates must have been issued within six months of the deadline for the submission of tenders. A tender may be rejected if the certificates are more than six months old.</p> <p>In cases where the tenderer is self-employed, a personal statement declaring this will be sufficient. Please see Appendix 3.</p>	<p>3/ Appendix 3</p>
<p>Tenderers must be credit worthy and have a satisfactory financial capacity to carry out the contract.</p>	<p>A credit rating from a valid credit rating agency, e.g. Dun &amp; Bradstreet, Experian, etc. The credit rating must include an explanation of the score. The credit rating must have been issued within six months of the deadline for the submission of tenders. The date must be clearly marked on the credit rating.</p> <p>Alternatively, annual accounts, a solvency</p>	<p>4/ Appendix 4</p>

	<p>statement or a financial statement with an audit report for the last two years is acceptable from state bodies.</p> <p>For self-employed tenderers, a personal statement describing his/her financial stability will be sufficient. Please see Appendix 4.</p>	
<p>The tenderer shall have a functioning health, environment and safety system.</p>	<p>Completed declaration of compliance with Norwegian health, environmental and safety legislation. Please see Appendix 5.</p> <p>This applies to the self-employed, as well as larger companies.</p>	5
<p>The tenderer shall verify that the business has not been convicted of any such offences as described in the Appendix entitled “Self-declaration of good conduct”.</p>	<p>Completed declaration. Please see Appendix 6.</p> <p>This applies to the self-employed, as well as larger companies.</p>	6
<p>Tenderers should have demonstrable experience of similar assignments.</p>	<p>The tenderer is requested to give an account of a minimum of five (5) past relevant assignments, including a brief description of activities and references, carried out over the last three years. Only projects that are relevant to this procurement process shall be included.</p>	7

## 9. AWARD CRITERIA/EVALUATION OF TENDERS

The most economically advantageous tender will be chosen after an overall evaluation based on the following award criteria and weightings, which add up to a total of 100%.

Each of the award criteria will be scored on a scale from 1 to 10, where 1 is lowest and 10 is highest. The Contracting Authority intends to award contracts on a qualitative and not a quantitative basis.

Award criteria	Weight range in percentage ( <i>total sum shall be 100</i> ):
<ul style="list-style-type: none"> <li>▪ Price</li> </ul>	15-30%
<ul style="list-style-type: none"> <li>▪ CV and competence</li> </ul>	15-30%
<ul style="list-style-type: none"> <li>▪ Specific experience</li> </ul>	50-70%

Price	
15-30%	Please fill out the Appendix 9; the prices are to be given in Norwegian Krone (NOK). Do not add any category.

CV and competence	
15-30%	<p>Please note that this criterion applies to all portfolios. It is the tenderer's responsibility to clearly indicate which portfolio is being tendered for.</p> <p>The tenderers shall submit the CVs of their consultants relevant to each portfolio they are tendering for. It is possible to offer one consultant for several portfolios, in which case separate CVs for each portfolio should be included.</p> <p>The CV should indicate the level of education of the consultant, together with her/his area(s) of competence, relevant work experience, language skills and any other information relevant to this procurement. The CV should be no longer than three (3) pages. If it is longer the Contracting Authority will only assess the first three pages.</p> <p>Each proposed consultant shall have a minimum of three (3) years' experience within the procurement thematic, shall have a good enough command of English, (fluent knowledge of another relevant language - Arabic, French, Spanish - will be valued) and have a master's degree or equivalent. Relevant experience may be accepted in lieu of the formal educational requirement.</p>

<b>Specific experience</b>	
<b>50-70%</b>	<p>Please note that this criterion applies to all portfolios. It is the tenderer's responsibility to clearly indicate which portfolio is being tendered for.</p> <p>For each proposed consultant the tenderers shall submit a description (no longer than 1 000 words in English) of her/his specific experience, focusing on the competence areas listed in each portfolio and the services required. It is not expected that the individual consultant shall have expertise in all areas specified in each of the portfolios in section 2.2.2 or shall deliver all the services.</p> <p>It is possible to offer one consultant for several portfolios, in which case separate descriptions for each portfolio should be included.</p> <p>The consultant's ability to provide a variety of the services listed in section 2.2.2 will be emphasised in the assessment.</p>

## **10. COMPLETION OF THE PROCUREMENT PROCEDURE**

### **10.1 Reservations**

The Contracting Authority is not bound to enter into nor award a contract as a result of the invitation to tender.

The Contracting Authority does not consider that any binding agreement has been reached before a contract is formally signed.

### **10.2 Notification of award**

When the supplier(s) have been selected, all tenderers will be given written notification at the same time of the choice of suppliers and the grounds for the choice, together with a deadline for appeals against the decision. Such notifications must be sent well before contract signature.

### **10.3 Contract signature**

No binding agreement has been made before contracts are signed by both parties. A draft contract is attached.