

CALL FOR TENDERS

Open and Innovative Governance Consultants

Junior, Advanced & Senior

RFQ_649

THE DEADLINE FOR THE RECEIPT OF OFFERS IS:

MONDAY, APRIL 17TH 2023, 06:00PM (PARIS TIME)



Summary

1. Instructions to tenderers.....	4
1.1. Purpose and object of the call for tenders.....	4
1.2. Terms and conditions of the call for tenders	4
1.2.1. Composition of the Call for Tenders	4
1.2.2. Tenders	5
1.2.3. Duration of Tender validity	5
1.2.4. Additional information.....	5
1.2.5. Communication.....	5
1.2.6. Acceptance and rejection of Tenders	5
1.2.7. Modification or cancellation of Call for Tenders	5
1.2.8. Partnerships	6
1.2.9. Extension of the deadline for receipt of Tenders.....	6
1.2.10. Costs and Expenses	6
1.2.11. Confidentiality.....	6
1.2.12. Liability.....	6
1.3. Presentation, submission and contents of tenders.....	6
1.3.1. Tender presentation and conditions for submission.....	6
1.3.2. Contents of the Tender	7
1.3.3. Financial Conditions	7
1.4. Candidate evaluation methodology	8
1.4.1. Senior profiles (for each lot):	8
1.4.2. Intermediate profiles (for each lot):.....	9
1.4.3. Junior profiles (for each lot):	10
1.4.4. Final score (for each lot and profile)	11
1.5. Information to tenderers	11
2. Terms of Reference	12
2.1. Background	12
2.2. Lot 1: Public sector innovation.....	12
Theme 1.1: Innovation Trends	12
Theme 1.2: Public Sector Innovative Capacity	13
Theme 1.3: Anticipation and strategic foresight	14
Theme 1.4: Mission-oriented and systems approaches.....	14
Theme 1.5: Behavioural Insights	15
Theme 1.6: Artificial Intelligence (AI) in the public sector	15

2.3. Lot 2: Digital Transformation of Government	16
Theme 2.1: Digital Government.....	16
Theme 2.2: Data-driven public sector	17
Theme 2.3: Service design and delivery in the digital age	17
Theme 2.4: Digital identity	18
Theme 2.5: Digital Government Investments	19
2.4. Lot 3: Open Governance	20
Theme 3.1: Open Government	20
Theme 3.2: Public Communication	20
Theme 3.3: Civic Space	21
Theme 3.4: Transparency and access to information	22
3. Letter of Application	23
4. Declaration	24
5. Minimum general conditions for OECD contracts	26

Preamble

The OECD brings together the governments of [countries committed to democracy and the market economy](#) from around the world to:

- Support sustainable economic growth
- Boost employment
- Raise living standards
- Maintain financial stability
- Assist other countries' economic development
- Contribute to growth in world trade

The OECD also shares expertise and exchanges views with more than **100 other countries and economies**, from [Brazil](#), [China](#), and [India](#) to the least developed countries in Africa.

Fast facts

Established: 1961

Location: Paris, France

Membership: 38

Budget: EUR 421 million (2020)

Secretariat staff: 3300

Secretary-General: [Mathias Cormann](#)

Publications: 250 new titles/year

Official languages: English/French

Monitoring, Analysing and Forecasting

For over 60 years, the Organisation for Economic Co-operation and Development (OECD, hereinafter referred to as “OECD” or “Organisation”) has provided statistical, economic and social data comparable with the most important and most reliable in the world. In addition to its collection of data, the OECD monitors trends, analysis, and forecasts economic developments. The Organisation studies changes and developments in trade, environment, agriculture, technology, taxation and more.

The Organisation provides a setting where governments can compare their experiences in developing public policies, seek answers to common problems, identify good practices and coordinate both domestic and international policies.

Enlargement and Key Partners

The Organisation has open accession discussions with Brazil, Bulgaria, Croatia, Peru and Romania, and is also reinforcing its engagement with its Key Partners – China, India, Indonesia and South Africa.

Publishing

The OECD is one of the world's largest publishers in the fields of economics and public policy. [OECD publications](#) are a prime vehicle for disseminating the Organisation's intellectual output, both on paper and online.

Publications are available through the OECD Network Environment ([O.N.E](#)) for government officials, through OECD iLibrary for researchers and students in institutions, corporate, subscribed to our online library for individuals who wish to browse titles free-of-charge and also to purchase publications.

1. Instructions to tenderers

1.1. Purpose and object of the call for tenders

The Organisation for Economic Co-operation and Development (OECD) is launching this Call for Tenders for sourcing several consultants with different levels of expertise: junior, intermediate and senior.

This call for tenders is divided into 3 lots, each lot being divided into 3 sub-lots, as followed:

- Lot 1: Public sector innovation
 - o Lot 1a: junior consultant(s)
 - o Lot 1b: intermediate consultant(s)
 - o Lot 1c: senior consultant(s).
- Lot 2: Digital Transformation of Government
 - o Lot 2a: junior consultant(s)
 - o Lot 2b: intermediate consultant(s)
 - o Lot 2c: senior consultant(s).
- Lot 3: Open Governance
 - o Lot 3a: junior consultant(s)
 - o Lot 3b: Intermediate consultant(s)
 - o Lot 3c: senior consultant(s).

Candidates can apply for one or several lots. Candidates responding to several lots shall demonstrate the added value of their proposals, e.g. demonstrate technical advantage from expertise across lots, better value for money due to discounts applicable based on the volume of business and provide the documents required in the Terms of References (ToR).

The awarded candidates will be considered as intellectual services providers and will not be considered as official OECD staff. This means that the Organisation won't grant any allowances (relocation, medical insurance, travel cost recoveries, per diem, etc.) to the selected providers.

The selected candidates will be offered a contract of 1 year duration, renewable 3 times, for a maximum total duration of 4 years. The general minimum conditions for OECD contracts can be found [in section 5 of this document](#).

1.2. Terms and conditions of the call for tenders

1.2.1. Composition of the Call for Tenders

The documentation relating to the Call for Tenders includes the following parts:

- a) Instructions to Tenderers

- b) Terms of Reference and its financial proposal annex (attached)
- c) The letter of application
- d) The declaration
- e) Minimum General Conditions for OECD Contracts.

1.2.2. Tenders

All Tenders will be treated as contractually binding for the Tenderer and the Tenderer shall consequently issue in response to this Call for Tenders a Letter of Application and a Declaration dated and signed, in accordance with [Article 1.3.2](#) below.

1.2.3. Duration of Tender validity

Tenders shall remain valid for one hundred and eighty (180) calendar days, as from the deadline for receipt of Tenders.

1.2.4. Additional information

Should any problems of interpretation arise in the course of drawing up the Tender documents, Tenderers may submit their questions through the OECD e-Sourcing portal via the secure messaging function [<https://oecd.bravosolution.com/web/en/login.html>], no later than seven (7) calendar days before the deadline for the receipt of Tenders. All Tenderers will be informed of the answers given to such questions.

1.2.5. Communication

The OECD's Corporate Procurement Group (CPG) shall be the Tenderers sole point of contact throughout the tender process. All communication relating to this Call for Tenders shall be done directly through the eSourcing platform <https://oecd.bravosolution.com/> or directly with a member of the CPG, as outlined in [article 1.2.4](#). To ensure fairness and transparency, **the Organisation reserves the right to reject any Tender documents where the Tenderer has had direct contact with other OECD personnel involved in the Call for Tenders process.**

1.2.6. Acceptance and rejection of Tenders

There is no obligation on the part of the Organisation to accept any Tender or part thereof that is received in response to the Call for Tenders.

The OECD reserves the right:

To accept Tenders with non-substantial defects

To reject Tenders received after the deadline for receipt of Tenders, without indemnity or justification.

1.2.7. Modification or cancellation of Call for Tenders

The Organisation reserves the right to modify or cancel all or part of the Call for Tenders, should the need arise, without having to justify its actions and without such action conferring any right to compensation in favour of the Tenderers.

1.2.8. Partnerships

Partnerships must jointly meet the administrative requirements set out in the Call for Tenders. Each partner must also meet full requirements individually.

1.2.9. Extension of the deadline for receipt of Tenders

The OECD reserves the right to extend the deadline for receipt of the Tenders. In that case, all the Tenderer's and Organisation's rights and duties and in particular [Article 1.2.3](#) above will be subject to this new deadline.

1.2.10. Costs and Expenses

Tenders are not paid. No reimbursement of expenses related to the preparation of any Tender will be made by the OECD.

1.2.11. Confidentiality

The Call for Tenders and any further information communicated to the Tenderer or which come to their knowledge in the course of the Call for Tenders and the performance of the work are confidential and are strictly dedicated to the purpose of the Call for Tenders. The OECD reserves the right to request to have all documents and information and copies, regardless of the format, to be returned at the end of the Call for Tenders process or to receive a written attestation that they have been destroyed.

1.2.12. Liability

The OECD assumes no liability towards potential Tenderers or Tenderers. In particular, it assumes no obligation toward the finalist until the contract is signed by both Parties.

1.3. Presentation, submission and contents of tenders

1.3.1. Tender presentation and conditions for submission

Tenders shall be drafted entirely in English or French and shall be received by the Organisation before the deadline via [the OECD's eSourcing platform](#).

The date and time before which to return the Tenders are given in these Instructions and on [the OECD's eSourcing platform](#). Tenders which do not fully comply with the Technical Specifications may, at the sole discretion of the Organisation, be rejected and returned to the Tenderer. Any Tender received which is not submitted through the OECD's eSourcing platform will be automatically rejected. Tenders which are received by the Organisation after the deadline specified above as well as Tenders which do not fully comply with the Technical Specifications may, at the sole discretion of the Organisation, be rejected.

Tenders received in any format other than via the eSourcing portal shall be systematically rejected.

1.3.2. Contents of the Tender

Tenderers must provide:

- A full CV of the proposed expert (or CVs in the case of a consultancy/firm).
- An expression of interest of no more than 2 pages demonstrating proficiency with regards to the requirements indicated above as well as an expression of the thematic interest. The note should include a brief description of relevant job/activity/assignments,
- Costs for daily rates for services listed under section Terms of Reference. The price shall be quoted in Euros (€) and exclude taxes (OECD is exempt from VAT in OECD countries). Interested candidates may also provide further costing information for consideration. *Bidders are encouraged to use the financial proposal annex as a template.*
 - o Bidders should clearly indicate that the proposed prices are valid for the entire duration of the project/contract (up to 4 years).
- A Letter of Application, signed by the Tenderer.
- A Declaration signed by the Tenderer.
- Moreover, the Tenderer shall provide, to the extent possible and where applicable, certificate(s) identifying the Tenderer, including its name, legal form, address, registration number or equivalent, date founded, areas of activity and number of employees.

Please note that the Tenderer, ***should it be shortlisted and if applicable***, will be asked to provide the following:

- Any relevant existing agreements with intermediaries or third parties;
- Financial information for the last three (3) years;
- Proof of completed legal obligations with regards to tax declarations and payments in its home country and all the requisite certificates to that effect.

1.3.3. Financial Conditions

Prices quoted in the Tender must include all costs necessary for the complete execution of an eventual contract (i.e. insurance, transport, guarantees, etc.). Charges for items essential to execution of the contract and not identified in the Tender will be borne by the Tenderer. All prices must be in Euros.

1.4. Candidate evaluation methodology

All candidates shall demonstrate in their offer the following requirements:

- Ability to conduct research, collect and analyse a variety of data
- Ability to synthesise research into concise and clear written documents and in a variety of forms targeting policymakers as the main audience
- Ability to provide tailored policy advice and recommendations to a variety of stakeholders.
- Proven knowledge of comparative public sector governance including major policy levers, governance models, key trends and major challenges
- Proven experience in designing, undertaking related initiatives and reforms in government.
- Proven experience of working in or in partnership with national governments or international organizations in those policy areas
- Masters and/or PhD degree in a relevant field
- Knowledge of OECD public governance context in OECD countries, and optimally, one or more of selected regions including LAC, MENA and SEA

The first step of the evaluation will be based on the documents provided and will be assessed according to the following criteria:

1.4.1. Senior profiles (for each lot):

	Technical criteria	Points
1.1	Demonstrated 10+ years of relevant experience in the “requirements for all candidates”	20
1.2	Demonstrated 10+ years of relevant experience and competencies in the specific thematic requirements listed under each thematic area that the candidate has indicated an interest for	15
1.3	Demonstrated understanding of OECD goals and priorities	5
1.4	Ability to operate in the language of the target countries	2

The overall technical score of the Senior profiles is 42 points

The technical passmark is set to 21 points out of 42 points. The technical pass mark corresponds to the minimum level of technical quality that a proposal shall demonstrate in order to be shortlisted.

The shortlisted candidates will be invited to an interview as the second step of the evaluation process in which the OECD will assess the following criteria:

	Technical criteria	Points
2.1	Demonstrated 10+ years of relevant experience in the “requirements for all candidates”	20
2.2	Demonstrated 10+ years of relevant experience and competencies in the specific thematic requirements listed under each thematic area that the candidate has indicated an interest for	15
2.3	Demonstrated understanding of OECD goals and priorities	5
2.4	Ability to operate in the language of the target countries	3

1.4.2. Intermediate profiles (for each lot):

	Technical criteria	Points
1.1	Demonstrated 5+ years of relevant experience in the “requirements for all candidates”	20
1.2	Demonstrated 5+ years of relevant experience and competencies in the specific thematic requirements listed under each thematic area that the candidate has indicated an interest for	15
1.3	Demonstrated understanding of OECD goals and priorities	5
1.4	Ability to operate in the language of the target countries	2

The overall technical score of the Senior profiles is 42 points

The technical passmark is set to 21 points out of 42 points. The technical pass mark corresponds to the minimum level of technical quality that a proposal shall demonstrate in order to be shortlisted.

The shortlisted candidates will be invited to an interview as the second step of the evaluation process in which the OECD will assess the following criteria:

	Technical criteria	Points
2.1	Demonstrated 5+ years of relevant experience in the “requirements for all candidates”	20
2.2	Demonstrated 5+ years of relevant experience and competencies in the specific thematic requirements listed under each thematic area that the candidate has indicated an interest for	15
2.3	Demonstrated understanding of OECD goals and priorities	5
2.4	Ability to operate in the language of the target countries	3

1.4.3. Junior profiles (for each lot):

	Technical criteria	Points
1.1	Demonstrated 1+ years of relevant experience in the “requirements for all candidates”	20
1.2	Demonstrated 1+ years of relevant experience and competencies in the specific thematic requirements listed under each thematic area that the candidate has indicated an interest for	15
1.3	Demonstrated understanding of OECD goals and priorities	5
1.4	Ability to operate in the language of the target countries	2

The overall technical score of the Senior profiles is 42 points

The technical passmark is set to 21points out of 42 points. The technical pass mark corresponds to the minimum level of technical quality that a proposal shall demonstrate in order to be shortlisted.

The shortlisted candidates will be invited to an interview as the second step of the evaluation process in which the OECD will assess the following criteria:

	Technical criteria	Points
2.1	Demonstrated 1+ years of relevant experience in the “requirements for all candidates”	20
2.2	Demonstrated 1+ years of relevant experience and competencies in the specific thematic requirements listed under each thematic area that the candidate has indicated an interest for	15
2.3	Demonstrated understanding of OECD goals and priorities	5
2.4	Ability to operate in the language of the target countries	3

1.4.4. Final score (for each lot and profile)

The total technical score of each shortlisted candidate for each lot will be the addition of the scores of step 1 and step 2 above-mentioned.

The maximum points dedicated to the financial proposal of each lot is set to 15 points.

The final score of each shortlisted candidate will be calculated as follow:

$$Final\ score = \frac{(Total\ technical\ score - Passmark) + Maximum\ financial\ score}{Daily\ rates\ proposed\ by\ the\ considered\ shortlisted\ candidate}$$

Where: “Passmark” = 21 points and “Maximum financial score” = 15 points

1.5. Information to tenderers

All Tenderers will be informed, whenever possible, of the decision taken on their Tenders.

2. Terms of Reference

2.1. Background

The [Organisation for Economic Co-operation and Development](#) is an intergovernmental organisation with 38 member countries around the world. Its mission is to do comparative research of government policies and services and a variety of areas, and to serve as a global forum to convene and connect government officials to share ideas and best practices.

As one of the OECD's 14 substantive [directorates](#), the Directorate for Public Governance ([GOV](#)) works to help governments at all levels design and implement strategic, evidence-based and innovative policies to strengthen public governance, respond effectively to diverse and disruptive economic, social and environmental challenges and deliver on governments' commitments to citizens. It provides a forum for policy dialogue and exchange, common standards and principles, comparative international data and analysis to support public sector reform across OECD countries and beyond, policy reviews and practical recommendations targeted to the reform priorities of specific governments.

Within GOV, the Open and Innovative Government Division (OIG) serves as a global forum for shared lessons and insights into the practice of innovation, digital transformation and citizen engagement. It has worked to meet the needs of countries and cities around the world, providing standards and good practices on ways to transforming public institutions to deliver better public policies and services. The division has three main workstreams :

- Public sector innovation, through the OECD Observatory of Public Sector Innovation ([OPSI](#)). This covers work on innovation trends, innovation capacity, innovation skills and competencies, anticipation and strategic foresight, mission-oriented, systems approaches, behavioural insights and artificial intelligence in the public sector.
- Digital transformation, through the Digital Government and Data Unit ([DDU](#)). This covers works on digital government, service design and delivery in the digital age, data-driven public sector (inclusive of open data).
- Open governance, through the Open Government Unit ([OGU](#)) and its Observatory of Civic Space ([OCS](#)). This cover works on open government policies and practices, stakeholders' engagement, civic space, transparency and access to information and public communication.

2.2. Lot 1: Public sector innovation

Theme 1.1: Innovation Trends

Background

On an ongoing basis, OPSI conducts research, data collection and analysis on the latest public sector innovation developments around the world. This includes an annual Call for Innovations crowdsourcing exercise, which surfaces hundreds of innovative approaches and initiatives from 100+ countries. Key findings and observations are synthesized in reports and the Global Innovation Trends reports (e.g., <https://trends.oecd-opsi.org>, <https://cross-border.oecd-opsi.org>).

As part of this work, OPSI has identified [cross-border government innovation](#) as an area of focus and conducted research in this space. Major challenges such as climate change, infectious diseases and digital disruptions have no borders and neither should the approaches to address them. Yet, much of the current government innovation is inward-focused. OPSI works to determine which set of innovative public sector practices can best support collaboration between countries and jurisdictions to tackle cross-border issues.

Thematic specific requirements:

- Ability to collect, review, and edit information about innovative practices and experiences
- Ability to synthesise and cluster large volumes of information into concise and compelling trends, themes and chapters for the consumption and benefit of policymakers
- Ability to curate information on innovative practices, including contextualising it within more traditional approaches, and deliver it in new and creative ways (e.g storytelling)
- Understanding of tools and methodologies to design, implement and evaluate public innovations

Theme 1.2: Public Sector Innovative Capacity

Background:

OPSI undertakes country studies and action-oriented work in order to help governments better understand how to strengthen their innovative capacity to meet national and global calls. To further drive innovation to be an integral part of policy making and administration, OPSI developed the [Innovative Capacity Systemic Framework](#), which looks at enhancing innovative capacity at individual, organisational and system level and offers an initial set of signals/indicators to measure innovative capacity at individual, organisation and system level. The framework takes forward and support the implementation of the principles of the [Declaration on Public Sector Innovation](#), which articulates a shared understanding among governments about the role of innovation in meeting challenges.

OPSI is also supporting OECD members in setting up sound [innovation management](#) practices to strengthen the effectiveness and longevity of innovation activities at organisational level. This means building proficiency in the use of [portfolio approach](#) to innovation to connect and orient diverse and multi-faceted innovation activities to organisational strategy; build strong business cases for innovation investment decisions; and effective mechanisms for measuring innovation impact at various levels.

Thematic specific requirements:

- Experience in conducting in-depth reviews and evaluation of public sector innovative capacities at national and sub-national level.
- Experience with designing and conducting experiments and or prototyping exercises with government partners
- Proven experience in conducting analysis and in advising public sector organisations on the adoption and application of sound innovation management practices and portfolio approaches

- Experience in measuring the capacity of public sector innovation through development of indicators and related guidance.

Theme 1.3: Anticipation and strategic foresight

Background

Foresight is the discipline of exploring, anticipating and shaping the future to help building and using collective intelligence in a structured, and systemic way to anticipate developments. OPSI is advising governments in building their capacity on how to effectively use strategic foresight as well as embed this as a core function to support central steering and policy development.

OPSI is advising countries on building [anticipatory innovation capacity](#) – i.e. strengthen the ability of public sector organisations to connect the practice of futures and foresight with experimentation and transformative innovation in the public sector and embed it in current government policy steering mechanisms.

Thematic specific requirements:

- Proven knowledge and experience in futures thinking and foresight practices in the public sector
- Experience with designing and conducting experiments and or prototyping exercises with government partners
- Experience with creating strategic foresight knowledge via numerous methods and methodologies
- Experience applying foresight knowledge within policy development and public organisation steering systems
- Experience conducting analysis and advising public sector organisations on building capacities for anticipatory innovation and strategic foresight practices
- Ability to design curricula for building strategic foresight skills and practice in government

Theme 1.4: Mission-oriented and systems approaches

Background

OPSI works with national governments to help them set, implement and evaluate mission-oriented approaches; understand the challenges connected to enabling missions from a public governance perspective; and advise on how to link missions to a broader portfolio of innovation activity and support. In addition, OPSI is part of the [OECD Mission Action Lab](#), a joint initiative from OECD OPSI, the Directorate of Science, Technology and Innovation (STI) and the Development Co-operation Directorate (DCD), which supports public sector organisations to define, establish and govern large-scale missions.

Thematic specific requirements:

- Proven capacity to advise countries on mission design and conduct mission evaluation

- Understanding of and ability to research the implications for the public sector to implement missions in practice
- Proven understanding and application of systems thinking within and by the public sector
- Ability to synthesise whole of systems issues
- Production of systems visualisations
- Experience conducting analysis and advising public sector organisations on implementing missions, including their governance, portfolios of interventions, evaluation, and innovation ecosystem orchestration

Theme 1.5: Behavioural Insights

Background

The behavioural insights (BI) team of OPSI focuses on leveraging behavioural methodologies to put empirical evidence and citizen perspectives at the centre of policy design, implementation and evaluation. OPSI employs a data-driven approach that includes research on context-specific behavioural drivers and barriers, systematically challenging our assumptions and rigorously testing interventions before scaling.

Thematic specific requirements:

- Experience with quantitative research methodologies such as RCTs, A/B testing, difference/indifference testing, and survey design and delivery in field, or online (desirable).
- Experience with designing and assessing experiments;
- Ability to track examples of BI projects and new BI units on an ongoing basis;
- Curate and review experiment protocols for inclusion in OPSI databases.

Theme 1.6: Artificial Intelligence (AI) in the public sector

Background

The use of AI in the public sector can have a significant impact on public policies and services. Governments can also use AI to design better policies and make better and more targeted decisions, enhance communication and engagement with citizens and residents, and improve the speed and quality of public services. While the potential benefits are significant, attaining them is not an easy task. Government trails behind the private sector in using AI, the field is complex and has a steep learning curve, and the purpose of – and context within – government presents a number of unique challenges.

Within OIG, OPSI and the DDU have undertaken extensive work on the use and implications of AI and Machine Learning (ML) algorithms in the public sector to help governments maximise the positive potential impacts of AI use and to minimise the negative or otherwise unintended consequences (see examples [here](#), [here](#) and [here](#)). As governments continue their exploration and adoption of AI for public sector innovation and transformation, OIG foresees additional work in this area, ranging from individual country assessments to cross-cutting analysis of developments in the field.

Thematic specific requirements:

- Solid demonstrated expertise in issues relevant to the use of AI in the public sector through research and/or practical application (optimally both).
- Experience in conducting comparative and cross-cutting research and analysis on AI and closely related topics.
- Experience and/or demonstrated ability to develop policy guidance and instruments to assist government institutions in the implementation of AI or other closely related topics.
- Strong ability to write about complex topics in a way that can be understood by a non-technical audience (in English).
- Experience conducting quantitative and qualitative data collection and analysis.
- Ability to plan, organise and conduct capacity building activities related to digital government issues

2.3. Lot 2: Digital Transformation of Government

Theme 2.1: Digital Government

Background

The OECD Digital Government and Data Unit works with member and partner countries to advance their capacities to deliver a whole-of-government and human-centric digital transformation of the public sector. Within a range of areas of work, the Unit focuses on assisting governments in the assessment and improvement of institutional models and governance for digital government, as well as supporting policies and initiatives to foster digital talent and skills in the public sector.

Thematic specific requirements:

- Solid hands-on experience leading digital government initiatives or projects at national or regional levels
- Experience in assisting government institutions to define and implement digitalisation strategies and initiatives
- Experience in conducting policy research on related digital government issues
- Experience and/or demonstrated ability to develop policy guidance and instruments to assist government institutions in the implementation of digital government initiatives
- Ability to plan, organise and conduct capacity building activities related to digital government issues

Theme 2.2: Data-driven public sector

Background

The OECD work on data-driven public sector aims at delivering value from data use within the public sector for improved service design and delivery, better policies, and more efficient public sectors. As such this work integrates different areas of work including data governance, data ethics, open data, data stewardship, data access and sharing, and interoperability.

Thematic specific requirements:

- Thematic specific requirements. Solid hands-on experience on topics such as data interoperability, data infrastructure and data architecture
- Experience in implementing open data initiatives in the public sector, including open data portals.
- Experience in exploring or using data for the design and delivery of internal services and public services, policy making, policy evaluation and public sector performance.
- Experience developing guidance and training materials for public officials related to the areas of work listed above
- Forward-looking research work in the areas of data spaces, data colonisation and marginality, the intersection between AI governance and data governance, and the implications of data in the context of digital democracy.

Theme 2.3: Service design and delivery in the digital age

Background

The OECD Digital Government and Data Unit's work on service design and delivery in the digital age has been developed through several conceptual pieces of work that have created a robust analytical framework for considering the approach which countries are taking towards this topic. The reference materials in this area are in particular Digital Government in Chile – Improving Public Service Design and Delivery, the Going Digital Toolkit Policy Note “Designing and delivering public services in the digital age” and the OECD Good Practice Principles for Service Design and Delivery in the Digital Age.

The OECD considers that the priority for service design and delivery in the digital age is to adopt a philosophy and culture that prioritises understanding users and their needs in order to solve whole problems that are not constrained by organisational boundaries and which transform the experience for both users and public servants through working in agile and multi-disciplinary teams.

This work also recognises the valuable role of Government as a Platform ecosystems for creating the enabling conditions that help teams to meet the needs of users to the fullest extent. While technical common components are an important element of this ecosystem, the OECD recognises the importance and value of

guidelines, resources, governance processes, data, internal public sector skills, and digital inclusion. It is also an important priority for the OECD to consider the omnichannel experience and recognise the value of digital technology and data for enabling a transformation of analogue public services and the different routes which people may use to access them.

Thematic specific requirements:

- Experience as a practitioner working as part of a multi-disciplinary, user-centred team to design and deliver digitally transformed public services (most relevant roles are Product manager, User researcher, Content Designer, Delivery Manager, Service Designer)
- Familiarity with the concept of “Service Standards” and preferably direct experience of either delivering against such principles, or supporting and assessing outcomes against such an approach
- Experience of participatory and collaborative co-design approaches to understanding user needs and delivering outcomes
- Experience of working to develop shared resources to support delivery teams: guidelines, common components, etc
- Experience of working on digital inclusion strategies informed by public service activities (whether accessed through in-person, telephone, digital, or other means)

Theme 2.4: Digital identity

Background

The OECD Digital Government and Data Unit’s work on digital identity is currently focused on supporting the development of guidance on the governance for digital identity to support greater domestic value and unlock the potential of interoperable, mutually recognised and cross-border portable digital identity solutions.

This work recognises that the success of digital identity builds on the foundations of digital government and data that enable transformation take place, particularly in terms of strategy, funding and data governance and application. This implies a knowledge of how service design and delivery should be conducted in the digital age but digital identity, and its associated ecosystem, is a domain requiring deep expertise in its own right.

Thematic specific requirements:

- Experience of working on the policies and strategies to support digital identity in a country
- Experience of working with, contributing to, and designing trust frameworks to support the implementation of digital identity policies and solutions
- Experience of working with (whether designing, implementing, championing) digital identity solutions as either:
 - Identity provider
 - Relying party

- Adoption among users
- Experience of developing or supporting the necessary enablers for digital identity to thrive (whether leadership, funding, design, regulation)
- Exposure to and participation in bi-lateral and multi-lateral conversations regarding the potential for cross-border interoperability/mutual recognition/portability
- Optional: non-public sector experience of digital identity across the above areas

Theme 2.5: Digital Government Investments

Background

The OECD work on digital government investments supports member and partner countries to advance their capacities and policy levers for a whole-of-government approach to plan, finance, procure, implement, monitor and assess digital transformation products and projects that help them achieve expected results, outcomes and benefits. As such this work stream comprises different steps and actions within the digital investments spectrum, including planning, IT portfolio management, business cases, funding models, public procurement for digital, (agile) project management, monitoring tools, and policy evaluation mechanisms.

Thematic specific requirements:

- Solid hands-on experience leading digital government initiatives or projects at national or regional levels
- Experience in assisting government institutions to plan, organise and implement digitalisation strategies and initiatives
- Experience in conducting policy research on aspects related to the digital government investments approach.
- Experience and/or demonstrated ability to develop policy guidance and instruments to assist government institutions in the implementation of digital government investments activities.
- Ability to plan, organise and conduct capacity building activities related to support the analysis, dissemination and adoption of policies and levers for investments on digital and data in the public sector.

2.4. Lot 3: Open Governance

Theme 3.1: Open Government

Background

The OECD work on open government aims at supporting governments in designing and implementing policies to foster transparency, integrity, accountability, and stakeholder participation by providing policy advice and recommendations, as well as capacity building support on how to integrate these core principles into public sector reforms. The OECD has been at the forefront of the global open government movement since its creation, helping it move towards new frontiers by bringing a rigorous data-driven and evidence-based dimension to it and by introducing new topics to the discussion. With the adoption of the OECD Recommendation of the Council on Open Government in 2017, the first and currently only global legal instrument in this field, the OECD's work in the field received further impetus.

In line with the findings of the 2022 OECD Trust Survey which show that citizens' trust in government is strongly shaped by the access to public information and the opportunities to engage in the policy-making process that citizens have, as well as public institutions' responsiveness to their feedback and demands, the OECD is currently developing the first comprehensive set of indicators to measure openness from a citizen's perspective.

In its work on open government, the OECD collaborates very closely with the global Open Government Partnership (OGP), as well as other international organisations and academic institutions.

Thematic specific requirements:

- Solid hands-on experience on topics such as different forms of citizen participation (deliberative processes, e-participation, public consultations, etc.), indicator development in related fields (e.g. anti-corruption), open parliament, open justice and open government at sub-national level.
- Experience in implementing open government initiatives in the public sector or in civil society.
- Ability to support capacity building efforts targeting public officials.
- Experience developing guidance and training materials for public officials related to the areas of work listed above

Theme 3.2: Public Communication

Background

For more than 5 years, the OECD has been focusing on the contribution of public communication to stronger democracies and more open governments. It does so by developing research and analysis, sharing good practices and lessons learned and identifying standards to help elevate this function and enable governments to fully seize its potential. This work includes the first-ever international status-quo of the function, good practice principles for public communication responses to mis- and disinformation, and overviews of how OECD countries are developing inclusive, accessible and innovative communication.

As digital technologies accelerate the rate of change in how people get and share information, it is critical to modernise both the skills of those working within public communication and the resources available to it. As

such, the OECD has also established a Public Communication Network to help strengthen the professionalization of the function through courses and support materials.

Thematic specific requirements:

- Ability to identify and analyse public communication related practices and strategies (on topic such as inclusive communication, communicating the green agenda, communication for participation, audience insights, listening etc)
- Demonstrated ability in advising governments on their public communication efforts
- Experience in supporting capacity building efforts targeting public communicators Knowledge of monitoring and evaluation mechanisms for public communication strategies and initiatives

Theme 3.3: Civic Space

Background

The OECD launched an Observatory of Civic Space in late 2019 with the following aims:

- Monitor the legal, institutional, and policy frameworks in which CSOs operate in OECD Members and non-Members;
- Promote and protect civic space and citizen engagement and support countries in this endeavour;
- Provide a platform for dialogue between the OECD's Working Party on Open Government (WPOG) and key civil society actors.

The Observatory of Civic Space receives strategic guidance from an Advisory Group composed of representatives of the OECD, its funders and strategic partners, which meets annually.

The past decade has seen increasing international recognition of civic space as a cornerstone of functioning democracies, alongside efforts to promote and protect it. Countries that foster civic space are better placed to reap the many benefits of higher levels of citizen engagement, strengthened transparency and accountability, and empowered citizens and civil society. In the longer term, a vibrant civic space can help to improve government effectiveness and responsiveness, contribute to more citizen-centred policies and boost social cohesion. The OECD launched its first comparative report on civic space in December 2022, offering a baseline of data from 52 countries. In addition, the Observatory has overseen in-depth analyses of civic space in six countries: Finland, Portugal, Romania, Brazil, Morocco and Tunisia.

Thematic specific requirements:

- Knowledge of the OECD's multi-dimensional approach to civic space protection and proven ability to identify and analyse relevant legal frameworks, policies, institutions and/or practices (on topics such as civic freedoms, media freedoms, online civic space, the enabling environment for civil society, etc).
- Specialist knowledge of civic space themes, as indicated in publications record.
- Knowledge of indicators to measure civic space protection.

Theme 3.4: Transparency and access to information

Background

Transparency – one of the core principles of open government – is globally recognised as a catalyst for good governance and a lever for representation and for strengthening citizens’ trust in public institutions. The right of access to information (ATI) underpins this concept and is recognised as fundamental in enabling citizens and stakeholders to be informed of and exercise other rights. Since the 2000s, there has been a significant increase in the adoption of laws on access to information. However, all countries still face challenges in implementing these laws, for instance more efforts are needed in supporting inclusiveness and accessibility of public information disclosed, be it proactively or reactively. In addition, recently there is the increasing need to ensuring complementarity between access to information and personal data protection. Furthermore, the OECD is also developing a framework for assessing social accountability, meaning the ways in which citizens and other stakeholders can be directly involved in ensuring accountability across the public administration, with a focus on how Ombudsman institutions can also encourage more of these opportunities.

Thematic specific requirements:

- Experience in conducting policy research on transparency and in particular, access to information and data protection laws as well as, targeted transparency and identify bottlenecks and opportunities for improvements.
- Experience and/or demonstrated ability to develop policy guidance and instruments to assist government and non-governmental institutions in the implementation of transparency initiatives and access to information laws.
- Ability to support capacity building efforts targeting both entities in charge of overseeing access to information and data protection laws and those in charge of implementing them.
- Knowledge of mechanisms for social accountability, and in particular on the work of ombudsman institutions.

3. Letter of Application

CALL FOR TENDERS RFQ_649

As part of the offer in response to the OECD Call for Tenders number RFQ_649, the Tenderer (company or individual) declares on oath the following:

- I. All elements of the offer are contractually binding;
- II. The person signing the offer does have the authority to commit the Tenderer to a legally binding offer;
- III. The Tenderer accepts all of the Minimum General Terms and Conditions without any modification. *If there is an exception, please state the exception and the rationale for that exception.*
- IV. The Tenderer acknowledges and understands the terms of the Instructions to Tenderers and accepts to conform himself to those terms if selected to conduct the contract.
- V. The Tenderer, or each of the partners in the case of a partnership, has fulfilled all its legal obligations with regards to tax declarations and payments in its home country and must supply all the requisite certificates to that effect.

On .. / .. / ..

SIGNATURE

4. Declaration

CALL FOR TENDERS RFQ_649

As part of the offer in response to the OECD call for Tenders RFQ_649, the Tenderer (company or individual) declares on oath the following:

- i. That it is not bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, and is not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- ii. That neither the Tenderer nor any persons having powers of representation, decision making or control over the Tenderer have been convicted of an offence concerning its professional conduct by a judgment which has the force of *res judicata*;
- iii. That neither the Tenderer nor any persons having powers of representation, decision making or control over it have been the subject of a final judgment or a final administrative decision for fraud, corruption, involvement in a criminal organisation, money laundering, terrorist-related offences, child labour or trafficking in human beings or any other illegal activity detrimental to the interests or reputation of the OECD, its members or its donors;
- iv. That neither the Tenderer nor any persons having powers of representation, decision making or control over it have been the subject of a final judgement or of a final administrative decision for an irregularity affecting the financial interest of the OECD, its members or its donors;
- v. That it has not been the subject of a final judgement or of a final administrative decision establishing that it has created an entity under a different jurisdiction with the intention to circumvent fiscal, social or any other legal obligations of mandatory application in the jurisdiction of its registered office, central administration or principal place of business;
- vi. That it has not been created with the intention described in point v) above as established by a final judgment or a final administrative decision.
- vii. That it is not guilty of misrepresentation in supplying the information required as a condition of participation in this call for Tenders or fail to supply this information;
- viii. That it has not been employed by the OECD as official staff within the six (6) months prior to the submission of the offer of the call for Tenders.
- ix. That it is not subject to a conflict of interest;
- x. That its employees, if applicable, and any person involved in the execution of the work to be performed under the present Call for Tenders are regularly employed according to national laws to which it is subject and that it fully complies with laws and regulations in force in terms of social security and labor law;
- xi. That it has not granted and will not grant, has not sought and will not seek, has not attempted and will not attempt to obtain, and has not accepted and will not accept any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either

directly or indirectly, as an incentive or reward relating to the award or the execution of the contract.

I, the undersigned, on behalf of the Tenderer, understand and acknowledge that the OECD may decide not to award the contract to a Tenderer who is one of the situations indicated above. I further recognise that the Organisation may terminate for default any contract awarded to a Tenderer who during the award procedure had been guilty of misrepresentation in supplying, or fail to supply, the information requested above.

The .. / .. / ..

Signature

Name

Job title

5. Minimum general conditions for OECD contracts

The following articles constitute of the minimum general conditions of the contract to be signed between the OECD and the Contractor to whom the Competitive process would have been awarded (the “Contract”). These minimum general conditions are not exclusive and could, as the case may be, be modified and/or complemented with additional conditions in the Contract.

ARTICLE 1 – GOODS OR SERVICES

The goods and/or services provided under the Contract (hereinafter “The Work”) shall strictly comply with the standards mentioned in the Terms of Reference. It is expressly agreed that the Contractor shall perform the Work in strict accordance with all standards or, where no such standards have yet been formulated, the authoritative standards of the profession will be the applicable norms.

ARTICLE 2 - PRICES

Prices charged by the Contractor for the Work shall not vary from the prices quoted by the Contractor in its Tender, with the exception of any price adjustment authorised in the Contract.

ARTICLE 3 - PAYMENTS AND TAXES

Payment will be made in Euros.

In case the Contractor is located outside of France, the Organisation may be exempted from taxation, including from sales tax and value added tax (V.A.T.). Therefore, the Contractor shall not charge any such tax to the Organisation. All other taxes of any nature whatsoever are the responsibility of the Contractor.

In other cases, the prices shall be indicated exclusive of tax. If the amounts payable to the Contractor for the Work are subject to value added tax (V.A.T.), the Contractor's invoice will show the applicable V.A.T. rate and corresponding amount on the invoices, as well as the total amount before and after such tax.

ARTICLE 4 - DELAY IN EXECUTION

The Contractor shall perform the Work in accordance with the time schedule and the terms specified in the Contract, this being an essential element of the Contract. Any delay will entitle the Organisation to claim the payment of penalties as negotiated between the Contractor and the Organisation.

ARTICLE 5 - ACCESS TO THE PREMISES AND SYSTEMS

If the Work requires at any time the presence of the Contractor and/or of the Contractor’s employees, agents or representatives (“Personnel”) on the premises of the Organisation and/or access to the OECD’s systems, they shall observe all applicable rules of the Organisation, in particular security rules, which the Organisation may enforce by taking any measures that it considers necessary.

ARTICLE 6 - IMPLEMENTATION OF THE WORK

The Contractor undertakes that the Work shall be performed by the individual(s) named in the Contract or otherwise agreed in writing by the Organisation. The Contractor may not replace said individual(s) by others, without the prior written consent of the Organisation.

ARTICLE 7 - AUTHORITY

The Contractor hereby declares having all rights and full authority to enter into the Contract and to be in possession of all licences, permits (including work permits for Contractor's Personnel) and property rights, in particular intellectual property rights, necessary for the performance of the Contract.

ARTICLE 8 - LIABILITY

The Contractor shall indemnify the Organisation and its personnel against any and all claims, losses, damages, costs or liabilities of any nature whatsoever, including those of third parties, arising directly or indirectly out of or in connection with Contractor's performance or breach of the Contract.

The Contractor shall, at its own cost, maintain throughout the duration of the Contract and as necessary thereafter adequate insurances to cover such risks, including any risks related to the execution of the Contract.

ARTICLE 9 - REPRESENTATIVES

Neither the Contractor nor any of its Personnel (including but not limited to its experts, employees, agents or representatives):

- shall in any capacity be considered as members of the staff, employees or representatives of the Organisation;
- shall have any power to commit the Organisation in respect of any obligation or expenditure whatsoever;
- shall have any claim to any advantage, payment, reimbursement, exemption or service not stipulated in the Contract. In particular and without limitation, it is understood that neither the Contractor, nor any of the Contractor's Personnel may in any manner claim the benefit of the privileges and immunities enjoyed by the Organisation or by its personnel.

ARTICLE 10 - INTELLECTUAL PROPERTY

The results and products, both intermediate and final, of the Work carried out in performance of the Contract, including all intellectual property rights arising therefrom, shall belong exclusively to the Organisation. These rights shall vest in the Organisation as and when the Work is created, or if this is not legally possible, be assigned to the Organisation by the Contractor throughout the world, on a perpetual basis.

As exclusive owner of the Work, the OECD enjoys full rights over it, including (but not limited to) the right to license, publish, display, represent, reproduce, adapt, translate, modify, create derivative work, sell, exploit, administer, use and dispose of the Work and to retain any and all benefit, revenue and income accruing therefrom, without the prior written consent of the Contractor being required. In particular, the OECD may freely decide to publish or not the Work (and/or any adaptation thereof).

All right in the Contractor's pre-existing proprietary intellectual property included in the results and products of the Work shall remain with the Contractor. If the Work includes any pre-existing materials owned by the Contractor, the Contractor grants to the OECD a perpetual, irrevocable, non-exclusive, sub-licensable, worldwide and royalty-free licence to use such materials as part of the Work.

The Contractor warrants that the results and products of the Work do not infringe the intellectual property or other rights of any third parties.

The Contractor shall not use the OECD name and/or logo without the prior written consent of the OECD.

ARTICLE 11 - TRANSFER OF RIGHTS OR OBLIGATIONS

The Contractor shall not transfer to any third party any rights or obligations under this Contract, in whole or in part, or sub-contract any part of the Work, except with the prior written consent of the Organisation.

ARTICLE 12 - TERMINATION

Without prejudice to any other remedy for breach of Contract the Organisation may claim, the Organisation reserves the right to terminate the Contract without any prior notice or indemnity:

- i) in the event of failure by the Contractor to comply with any of its obligations under the Contract; and/or
- ii) if the Contractor, in the judgment of the Organisation, has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.

The Organisation may also, by written notice sent through registered mail with recorded delivery to the Contractor, terminate the Contract, in whole or in part, at any time for its convenience. The notice shall specify that termination is for the Organisation's convenience, the extent to which Work of the Contractor under the Contract has been completed, and the date upon which such termination becomes effective. The Work that is complete on receipt of notice by the Contractor shall be accepted by the Organisation, at the Contract terms and prices. For the remaining, the Organisation may elect:

- i) To have any portion completed at the Contract terms and prices; and/or;
- ii) To cancel the remainder and pay to the Contractor the amount corresponding to the completed work.

ARTICLE 13 – FINANCIAL INFORMATION

During the Contract and at least seven years after its termination, the Contractor shall :

- i). keep financial accounting documents concerning the Contract and the Work ;
- ii). make available to the Organisation or any other entity designated by the Organisation, upon request, all relevant financial information, including statements of accounts concerning the Contract and the Work, whether they are executed by the Contractor or by its any of its subcontractors.

The Organisation or any other entity designated by the Organisation may undertake, including on the spot, checks related to the Contract and/or the Work.

ARTICLE 14 – ETHICAL PRACTICES

Having due regard to the nature and purposes of the OECD as an international organisation, the Contractor shall adhere to the highest ethical and business responsibility standards. In particular, the Contractor shall comply with (and shall ensure that its Personnel complies with) all applicable national and international rules relating to ethical and responsible standards of behaviour, including, without limitation, those dealing with human rights, environmental protection, sustainable development, anti-bribery and anti-corruption.

OECD staff may not accept, directly or indirectly, any gratuity, gift, favour, loan or anything of monetary value. In addition, we request our suppliers/providers to never put the Organisation or one of its staff members in an ethically unacceptable situation by offering gifts or hospitality of any kind.

ARTICLE 15 - ARBITRATION CLAUSE

Given the status of the Organisation as an international organisation, the Parties specifically agree that their rights and obligations shall be governed exclusively by the terms and conditions of the Contract.

Any dispute, controversy or claim arising out of or relating to the Contract, or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the PCA Arbitration Rules 2012. The number of arbitrators shall be one. The language to be used in the arbitral proceedings shall be English. The place of arbitration shall be Paris (France). The Parties expressly renounce their right to seek the annulment or setting-aside of any award rendered by the arbitral tribunal, or if this renunciation is not legally possible, the Parties expressly agree that if an award rendered by the arbitral tribunal is annulled, the jurisdiction ruling on the annulment proceedings cannot rule on the merits of the case. The dispute will therefore be settled by new arbitral proceedings in accordance with this clause.

Nothing in the Contract shall be construed as a waiver of the privileges and immunities that the OECD enjoys as an international organisation.

ARTICLE 16 – CONFIDENTIALITY

Any information, on any medium whatsoever, sent to the Contractor to which the Contractor obtains access on account of the Contract, shall be held confidential. In consequence, the Contractor shall not disclose such information without the written prior consent of the Organisation. The Contractor shall ensure that the Contractor's Personnel is expressly bound by and respect the provisions of the present clause.

ARTICLE 17 - DATABASES

The Contractor is informed that the OECD compiles an Organisation wide database of suppliers and that information relating to the Contractor will be included in this database. Subject to compliance with the OECD's policies on protection of personal information, the database will contain any relevant information with respect to the Contractor and the Contractor's contracts with the Organisation, including, without limitation, the financial terms, the contract deliverables and evaluations of the Contractor's work. It is the Organisation's policy to allow access to the database to certain management and administrative staff.

Notwithstanding anything expressed or implied by the present Contract or at law, and in particular any obligations of confidentiality undertaken by the Organisation, the Contractor understands and accepts that the OECD will collect, process and disclose the information related to the Contractor in the manner described above and hereby waives all claims against the Organisation and its personnel in this respect.

ARTICLE 18 – PERSONAL DATA PROTECTION

In the Contract, the following terms shall have the meanings set out below:

- i) "Applicable Data Protection Regulation" means the OECD Data Protection Rules and any data privacy or data protection law or regulation that apply to the Processing of Personal Data by the Contractor;

ii) “OECD Data Protection Rules” means the OECD internal rules on data protection, which are the only rules governing Personal Data protection that are applicable to the OECD. They are currently set out in the Decision of the Secretary-General on the protection of individuals with regard to the processing of their personal data, Annex XII of the Staff Regulations, Rules and Instructions applicable to Officials of the Organisation. A copy of the OECD Data Protection Rules has been provided to the Contractor;

iii) “Personal Data” means any information relating to an identified or identifiable individual, (hereinafter also “data subject”) Processed by the Contractor on behalf of the OECD under the Contract;

iv) “Personal Data Breach” means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, theft of, or access to, Personal Data transmitted, stored or otherwise Processed;

v) “Processing” means any operation which is performed on Personal Data whether or not by automated means; “Process/Processed” shall be construed accordingly.

As an independent intergovernmental organisation, the OECD is not subject to any national or regional legislation, but only subject to the OECD Data Protection Rules. The OECD is the controller of the Personal Data and will comply with the OECD Data Protection Rules.

The Contractor is a processor with regard to the Personal Data, subject to all the obligations of a processor in accordance with this Contract and the Applicable Data Protection Regulation.