**Annex 1**

**Required Qualifications of the Resource Person(s)**

Individual or institutional resource person(s) applying for the Development of Demonstration Companies (DMP) Project on Enhancing Public Sector Productivity through Performance Excellence in Mongolia should meet the followings qualifications:

**1. Educational Background**

1. Minimum of a bachelor’s degree in public administration, public policy, management, economics, or a related field.
2. Advanced degrees (Master’s or PhD) in relevant disciplines will be considered an advantage.

2. **Professional Experience**

1. At least 10 years of experience in or with public sector organizations, with a focus on performance management, public administration, public policy, and institutional development.
2. Proven track record of implementing productivity enhancement or organizational development initiatives in public sector contexts.
3. Prior experience with demonstration projects or similar initiatives that promote best practices in public sector productivity (PSP) and public administration.

3. **Technical Expertise**

1. In-depth knowledge of BE and related productivity tools and methodologies, such as the APO PSP framework, performance management systems, lean, 5S, and knowledge management.
2. Familiarity with public governance challenges, citizen-centric service delivery, e-government, and change management in the public sector.
3. Strong understanding of international best practices in public sector excellence and quality assurance frameworks, e.g., Common Assessment Framework (CAF), total quality management (TQM), and ISO standards for public services.

4. **Project Management Skills**

1. Demonstrated ability to manage multistakeholder projects, including planning, execution, monitoring, and reporting.
2. Experience in developing and conducting training programs and workshops on PSP and BE assessment tools and practices.
3. Strong analytical and problem-solving skills, with the ability to tailor solutions to specific pubic-sector settings.

5. **Communication and Interpersonal Skills**

1. Excellent verbal and written communication skills, with the ability to convey technical
2. Excellent verbal and written communication skills, with the ability to convey technical information in a clear, concise manner.
3. Strong interpersonal skills to engage effectively with various stakeholders, including civil servants, senior policymakers, and community representatives.
4. Proven ability to work in cross-cultural settings and adapt communication styles accordingly.

**Annex 2**

**Cover Letter Format (Submitted on Letterhead of Institutional Bidders)**

To

In-country Program Division

Asian Productivity Organization

1-24-1 Hongo, Bunkyo-ku, Tokyo 113-0033

**Subject line: Development of Demonstration Companies (DMP) Project on Enhancing Public Sector Productivity through Performance Excellence in Mongolia**

Dear Program Officer:

1. We, the undersigned, having carefully examined the Request for Proposal (RFP) document for the Development of Demonstration Companies (DMP) Project on Enhancing Public Sector Productivity through Performance Excellence in Mongolia, propose to provide the required services in full conformity with the RFP document.

2. We have read all the provisions of the RFP document and confirm that they are acceptable to us.

3. We further declare that additional conditions, variations, and/or deviations, if any, found in our proposal shall not be put into effect.

4. We agree to abide by the terms in this proposal, consisting of this letter, the approach and methodology, the financial proposal, and all other documents for submission of proposals as stipulated in the RFP document and modifications resulting from work order negotiations, and it shall remain binding upon us and may be accepted by you at any time within a maximum of 90 days of the date of submission of the proposal.

5. Until the formal final work order is prepared and executed between us, this proposal, together with your written acceptance of it and your notification of awarding the project, shall constitute a binding work order between us.

6. We declare that all the information and statements in this proposal are true and accept that any misrepresentation or misinterpretation contained in it may lead to our disqualification from consideration.

7. We understand that you are not bound to accept any proposal you receive, nor to give a reason for rejection of any proposal, and that you will not bear any expenses incurred by us in preparing and submitting this proposal.

Yours sincerely,

<Signature>

**Name**

**Date:** dd mm 202X

**Designation**

**Annex 3**

**Organizational Details**

|  |  |
| --- | --- |
| **Details of the Organization** | |
| Name of Organization |  |
| Date of Incorporation/Establishment |  |
| Date of Commencement of Business |  |
| Address of Registered Office |  |
| Address for Correspondence |  |
| Areas of Expertise Related to This Project |  |
| Name of Contact Person |  |
| Mobile Phone Number of Contact Person |  |
| Email Address of Contact Person |  |

**Note: For individual bidders, the information can be modified as necessary**

**Annex 4**

**Experience in Similar Projects**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Details** | | | | |
| S. No. | Project client | Project details | Year project was undertaken | List of supporting documents or samples enclosed |
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