



REQUEST FOR PROPOSALS

Managing Training Activities and Small Grants Programme Implementation for selected rural communities in Chernivtsi and Odesa regions of Ukraine

Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts



United Nations Development Programme

March 2017

Section 1. Letter of Invitation

Kyiv, Ukraine
March 3, 2017

RFP UKR/2017/011

Dear Bidder,

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents:

- Section 1 – This Letter of Invitation
- Section 2 – Instructions to Proposers (including Data Sheet)
- Section 3 – Terms of Reference
- Section 4 – Proposal Submission Form
- Section 5 – Documents Establishing the Eligibility and Qualifications of the Proposer
- Section 6 – Technical Proposal Form
- Section 7 – Financial Proposal Form
- Section 8 – Form for Advanced Payment Guarantee (*may be required from winning entity*)
- Section 9 – Contract for Professional Services, including General Terms and Conditions

Your offer, comprising of a Technical and Financial Proposal (in separate archive files), should be submitted in accordance with Section 2.

Should you require further clarifications, kindly submit your request to UNDP to the following address:

United Nations Development Programme
procurement.ua@undp.org
Attention: Procurement Unit

UNDP looks forward to receiving your Proposal and thanks you in advance for your interest in UNDP procurement opportunities.

Yours sincerely,



Ms. Andra Brige

Deputy Country Director UNDP (Operations)

Section 2: Instruction to Proposers¹

Definitions

- a) *“Contract”* refers to the agreement that will be signed by and between the UNDP and the successful proposer, all the attached documents thereto, including the General Terms and Conditions (GTC) and the Appendices.
 - b) *“Country”* refers to the country indicated in the Data Sheet.
 - c) *“Data Sheet”* refers to such part of the Instructions to Proposers used to reflect conditions of the tendering process that are specific for the requirements of the RFP.
 - d) *“Day”* refers to calendar day.
 - e) *“Government”* refers to the Government of the country that will be receiving the services provided/rendered specified under the Contract.
 - f) *“Instructions to Proposers”* (Section 2 of the RFP) refers to the complete set of documents that provides Proposers with all information needed and procedures to be followed in the course of preparing their Proposals
 - g) *“LOI”* (Section 1 of the RFP) refers to the Letter of Invitation sent by UNDP to Proposers.
 - h) *“Material Deviation”* refers to any contents or characteristics of the proposal that is significantly different from an essential aspect or requirement of the RFP, and : (i) substantially alters the scope and quality of the requirements; (ii) limits the rights of UNDP and/or the obligations of the offeror; and (iii) adversely impacts the fairness and principles of the procurement process, such as those that compromise the competitive position of other offerors.
 - i) *“Proposal”* refers to the Proposer’s response to the Request for Proposal, including the Proposal Submission Form, Technical and Financial Proposal and all other documentation attached thereto as required by the RFP.
 - j) *“Proposer”* refers to any legal entity that may submit, or has submitted, a Proposal for the provision of services requested by UNDP through this RFP.
 - k) *“RFP”* refers to the Request for Proposals consisting of instructions and references prepared by UNDP for purposes of selecting the best service provider to perform the services described in the Terms of Reference.
 - l) *“Services”* refers to the entire scope of tasks and deliverables requested by UNDP under the RFP.
 - m) *“Supplemental Information to the RFP”* refers to a written communication issued by UNDP to prospective Proposers containing clarifications, responses to queries received from prospective Proposers, or changes to be made in the RFP, at any time after the release of the RFP but before the deadline for the submission of Proposals.
 - n) *“Terms of Reference”* (TOR) refers to the document included in this RFP as Section 3 which describes the objectives, scope of services, activities, tasks to be performed, respective
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responsibilities of the proposer, expected results and deliverables and other data pertinent to the performance of the range of duties and services expected of the successful proposer.

A. GENERAL

1. UNDP hereby solicits Proposals in response to this Request for Proposal (RFP). Proposers must strictly adhere to all the requirements of this RFP. No changes, substitutions or other alterations to the rules and provisions stipulated in this RFP may be made or assumed unless it is instructed or approved in writing by UNDP in the form of Supplemental Information to the RFP.
2. Submission of a Proposal shall be deemed as an acknowledgement by the Proposer that all obligations stipulated by this RFP will be met and, unless specified otherwise, the Proposer has read, understood and agreed to all the instructions in this RFP.
3. Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of any Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this RFP.
4. UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See http://www.undp.org/content/dam/undp/documents/about/transparencypdocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf for full description of the policies)
5. In responding to this RFP, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
 - 5.1 Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;
 - 5.2 Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or
 - 5.3 Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

6. Similarly, the Proposers must disclose in their proposal their knowledge of the following :
 - 6.1 That they are owners, part-owners, officers, directors, controlling shareholders, or they have key personnel who are family of UNDP staff involved in the procurement functions

and/or the Government of the country or any Implementing Partner receiving services under this RFP; and

- 6.2 All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

Failure of such disclosure may result in the rejection of the proposal or proposals affected by the non-disclosure.

7. The eligibility of Proposers that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered as an independent entity, the extent of Government ownership/share, receipt of subsidies, mandate, access to information in relation to this RFP, and others that may lead to undue advantage against other Proposers, and the eventual rejection of the Proposal.
8. All Proposers must adhere to the UNDP Supplier Code of Conduct, which may be found at this link:
http://www.undp.org/content/dam/undp/documents/procurement/documents/UNDP_supplier_code_of_conduct.pdf

B. CONTENTS OF PROPOSAL

9. Sections of Proposal

Proposers are required to complete, sign and submit the following documents:

- 9.1 Proposal Submission Cover Letter Form (see RFP Section 4);
9.2 Documents Establishing the Eligibility and Qualifications of the Proposer (see RFP Section 5);
9.3 Technical Proposal (see prescribed form in RFP Section 6);
9.4 Financial Proposal (see prescribed form in RFP Section 7);
9.5 Proposal Security, if applicable (if required and as stated in the **Data Sheet** (DS nos. 9-11), see prescribed Form in RFP Section 8);
9.6 Any attachments and/or appendices to the Proposal.

10. Clarification of Proposal

- 10.1 Proposers may request clarifications of any of the RFP documents no later than the date indicated in the **Data Sheet** (DS no. 16) prior to the proposal submission date. Any request for clarification must be sent in writing via courier or through electronic means to the UNDP address indicated in the **Data Sheet** (DS no. 17). UNDP will respond in writing, transmitted by electronic means and will transmit copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Proposers who have provided confirmation of their intention to submit a Proposal.
- 10.2 UNDP shall endeavor to provide such responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.

11. Amendment of Proposals

- 11.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such

as in response to a clarification requested by a Proposer, modify the RFP in the form of a Supplemental Information to the RFP. All prospective Proposers will be notified in writing of all changes/amendments and additional instructions through Supplemental Information to the RFP and through the method specified in the **Data Sheet** (DS No. 18).

- 11.2 In order to afford prospective Proposers reasonable time to consider the amendments in preparing their Proposals, UNDP may, at its discretion, extend the deadline for submission of Proposals, if the nature of the amendment to the RFP justifies such an extension.

C. PREPARATION OF PROPOSALS

1. Cost

The Proposer shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall in no case be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.

2. Language

The Proposal, as well as any and all related correspondence exchanged by the Proposer and UNDP, shall be written in the language (s) specified in the **Data Sheet** (DS No 4). Any printed literature furnished by the Proposer written in a language other than the language indicated in the **Data Sheet**, must be accompanied by a translation in the preferred language indicated in the **Data Sheet**. For purposes of interpretation of the Proposal, and in the event of discrepancy or inconsistency in meaning, the version translated into the preferred language shall govern. Upon conclusion of a contract, the language of the contract shall govern the relationship between the contractor and UNDP.

3. Proposal Submission Form

The Proposer shall submit the Proposal Submission Form using the form provided in Section 4 of this RFP.

4. Technical Proposal Format and Content

Unless otherwise stated in the **Data Sheet** (DS no. 28), the Proposer shall structure the Technical Proposal as follows:

- 15.1 Expertise of Firm/Organization – this section should provide details regarding management structure of the organization, organizational capability/resources, and experience of organization/firm, the list of projects/contracts (both completed and on-going, both domestic and international) which are related or similar in nature to the requirements of the RFP, and proof of financial stability and adequacy of resources to complete the services required by the RFP (see RFP clause 18 and DS No. 26 for further details). The same shall apply to any other entity participating in the RFP as a Joint Venture or Consortium.
- 15.2 Proposed Methodology, Approach and Implementation Plan – this section should demonstrate the Proposer's response to the Terms of Reference by identifying the specific components proposed, how the requirements shall be addressed, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted; and

demonstrating how the proposed methodology meets or exceeds the specifications, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable that is within the duration of the contract as specified in the **Data Sheet** (DS nos. 29 and 30).

Proposers must be fully aware that the products or services that UNDP requires may be transferred, immediately or eventually, by UNDP to the Government partners, or to an entity nominated by the latter, in accordance with UNDP's policies and procedures. All proposers are therefore required to submit the following in their proposals :

- a) A statement of whether any import or export licences are required in respect of the goods to be purchased or services to be rendered, including any restrictions in the country of origin, use or dual use nature of the goods or services, including any disposition to end users; and
- b) Confirmation that the Proposer has obtained license of this nature in the past, and have an expectation of obtaining all the necessary licenses, should their Proposal be rendered the most responsive.

- 15.3 Management Structure and Key Personnel – This section should include the comprehensive curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

In complying with this section, the Proposer assures and confirms to UNDP that the personnel being nominated are available for the Contract on the dates proposed. If any of the key personnel later becomes unavailable, except for unavoidable reasons such as death or medical incapacity, among other possibilities, UNDP reserves the right to consider the proposal non-responsive. Any deliberate substitution arising from unavoidable reasons, including delay in the implementation of the project of programme through no fault of the Proposer shall be made only with UNDP's acceptance of the justification for substitution, and UNDP's approval of the qualification of the replacement who shall be either of equal or superior credentials as the one being replaced.

- 15.4 Where the **Data Sheet** requires the submission of the Proposal Security, the Proposal Security shall be included along with the Technical Proposal. The Proposal Security may be forfeited by UNDP, and reject the Proposal, in the event of any or any combination of the following conditions:

- a) If the Proposer withdraws its offer during the period of the Proposal Validity specified in the **Data Sheet** (DS no. 11), or;
- b) If the Proposal Security amount is found to be less than what is required by UNDP as indicated in the **Data Sheet** (DS no. 9), or;
- c) In the case the successful Proposer fails:
 - i. to sign the Contract after UNDP has awarded it;
 - ii. to comply with UNDP's variation of requirement, as per RFP clause 35; or
 - iii. to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the effectivity of the contract that may be awarded to the Proposer.

5. Financial Proposals

The Financial Proposal shall be prepared using the attached standard form (Section 7). It shall list all major cost components associated with the services, and the detailed breakdown of such costs. All outputs and activities described in the Technical Proposal must be priced separately on a one-to-one correspondence. Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

6. Currencies

All prices shall be quoted in the currency indicated in the **Data Sheet** (DS no. 15). However, where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:

- a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and
- b) In the event that the proposal found to be the most responsive to the RFP requirement is quoted in another currency different from the preferred currency as per **Data Sheet** (DS no. 15), then UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.

Proposals submitted by two (2) or more Proposers shall all be rejected if they are found to have any of the following :

- a) they have at least one controlling partner, director or shareholder in common; or
- b) any one of them receive or have received any direct or indirect subsidy from the other/s; or
- c) they have the same legal representative for purposes of this RFP; or
- d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Proposer regarding this RFP process;
- e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Proposer; or
- f) an expert proposed to be in the team of one Proposer participates in more than one Proposal received for this RFP process. This condition does not apply to subcontractors being included in more than one Proposal.

7. Documents Establishing the Eligibility and Qualifications of the Proposer

The Proposer shall furnish documentary evidence of its status as an eligible and qualified vendor, using the forms provided under Section 5, Proposer Information Forms. In order to award a contract to a Proposer, its qualifications must be documented to UNDP's satisfaction. These include, but are not limited to, the following:

- a) That, in the case of a Proposer offering to supply goods under the Contract which the Proposer did not manufacture or otherwise produce, the Proposer has been duly authorized by the goods' manufacturer or producer to supply the goods in the country of final destination;
- b) That the Proposer has the financial, technical, and production capability necessary to perform the Contract; and
- c) That, to the best of the Proposer's knowledge, it is not included in the UN 1267/1989 List or the UN Ineligibility List, nor in any and all of UNDP's list of suspended and removed vendors.

8. Joint Venture, Consortium or Association

If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium

or association at the time of the submission of the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally, and this shall be duly evidenced by a duly notarized Agreement among the legal entities, which shall be submitted along with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.

After the Proposal has been submitted to UNDP, the lead entity identified to represent the joint venture shall not be altered without the prior written consent of UNDP. Furthermore, neither the lead entity nor the member entities of the joint venture can:

- a) Submit another proposal, either in its own capacity; nor
- b) As a lead entity or a member entity for another joint venture submitting another Proposal.

The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the Joint Venture Agreement. All entities that comprise the joint venture shall be subject to the eligibility and qualification assessment by UNDP.

Where a joint venture is presenting its track record and experience in a similar undertaking as those required in the RFP, it should present such information in the following manner:

- a) Those that were undertaken together by the joint venture; and
- b) Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in the RFP.

Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.

If a joint venture's Proposal is determined by UNDP as the most responsive Proposal that offers the best value for money, UNDP shall award the contract to the joint venture, in the name of its designated lead entity. The lead entity shall sign the contract for and on behalf of all other member entities.

9. Alternative Proposals

Unless otherwise specified in the **Data Sheet** (DS nos. 5 and 6), alternative proposals shall not be considered. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.

10. Validity Period

Proposals shall remain valid for the period specified in the **Data Sheet** (DS no. 8), commencing on the submission deadline date also indicated in the **Data Sheet** (DS no. 21). A Proposal valid for a shorter period shall be immediately rejected by UNDP and rendered non-responsive.

In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Proposers to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.

11. Proposer's Conference

When appropriate, a proposer's conference will be conducted at the date, time and location specified in the **Data Sheet** (DS no. 7). All Proposers are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Proposer. Minutes of the proposer's conference will be either posted on the UNDP website, or disseminated to the individual firms who have registered or expressed interest with the contract, whether or not they attended the conference. No verbal statement made during the conference shall modify the terms and conditions of the RFP unless such statement is specifically written in the Minutes of the Conference, or issued/posted as an amendment in the form of a Supplemental Information to the RFP.

D. SUBMISSION AND OPENING OF PROPOSALS

12. Submission

- 23.1 The Financial Proposal and the Technical Proposal Envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope MUST clearly indicate the name of the Proposer. The outer envelopes shall bear the address of UNDP as specified in the **Data Sheet** (DS no.20) and shall include the Proposer's name and address, as well as a warning that state "*not to be opened before the time and date for proposal opening*" as specified in the **Data Sheet** (DS no. 24). The Proposer shall assume the responsibility for the misplacement or premature opening of Proposals due to improper sealing and labeling by the Proposer.
- 23.2 Proposers must submit their Proposals in the manner specified in the **Data Sheet** (DS nos. 22 and 23). When the Proposals are expected to be in transit for more than 24 hours, the Proposer must ensure that sufficient lead time has been provided in order to comply with UNDP's deadline for submission. UNDP shall indicate for its record that the official date and time of receiving the Proposal is the actual date and time when the said Proposal has physically arrived at the UNDP premises indicated in the **Data Sheet** (DS no. 20).
- 23.3 Proposers submitting Proposals by mail or by hand shall enclose the original and each copy of the Proposal, in separate sealed envelopes, duly marking each of the envelopes as "Original Proposal" and "Copy of Proposal" as appropriate. The 2 envelopes shall then be sealed in an outer envelope. The number of copies required shall be as specified in the **Data Sheet** (DS No. 19). In the event of any discrepancy between the contents of the "Original Proposal" and the "Copy of Proposal", the contents of the original shall govern. The original version of the Proposal shall be signed or initialed by the Proposer or person(s) duly authorized to commit the Proposer on every page. The authorization shall be communicated through a document evidencing such authorization issued by the highest official of the firm, or a Power of Attorney, accompanying the Proposal.
- 23.4 Proposers must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Proposer accepts the General Contract Terms and Conditions of UNDP as attached hereto as Section 11.

13. Deadline for Submission of Proposals and Late Proposals

Proposals must be received by UNDP at the address and no later than the date and time specified in the **Data Sheet** (DS nos. 20 and 21).

UNDP shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal received by UNDP after the deadline for submission of Proposals shall be declared late, rejected, and returned unopened to the Proposer.

14. Withdrawal, Substitution, and Modification of Proposals

- 25.1 Proposers are expected to have sole responsibility for taking steps to carefully examine in detail the full consistency of its Proposals to the requirements of the RFP, keeping in mind that material deficiencies in providing information requested by UNDP, or lack clarity in the description of services to be provided, may result in the rejection of the Proposal. The Proposer shall assume the responsibility regarding erroneous interpretations or conclusions made by the Proposer in the course of understanding the RFP out of the set of information furnished by UNDP.
- 25.2 A Proposer may withdraw, substitute or modify its Proposal after it has been submitted by sending a written notice in accordance with Clause 23.1, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal must accompany the respective written notice. All notices must be received by UNDP prior to the deadline for submission and submitted in accordance with RFP Clause 23.1 (except that withdrawal notices do not require copies). The respective envelopes shall be clearly marked "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION".
- 25.3 Proposals requested to be withdrawn shall be returned unopened to the Proposers.
- 25.4 No Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Proposer on the Proposal Submission Form or any extension thereof.

15. Proposal Opening

UNDP will open the Proposals in the presence of an ad-hoc committee formed by UNDP of at least two (2) members. If electronic submission is permitted, any specific electronic proposal opening procedures shall be as specified in the **Data Sheet** (DS no. 23).

The Proposers' names, modifications, withdrawals, the condition of the envelope labels/seals, the number of folders/files and all other such other details as UNDP may consider appropriate, will be announced at the opening. No Proposal shall be rejected at the opening stage, except for late submission, for which the Proposal shall be returned unopened to the Proposer.

16. Confidentiality

Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Proposers or any other persons not officially concerned with such process, even after publication of the contract award.

Any effort by a Proposer to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal.

In the event that a Proposer is unsuccessful, the Proposer may seek a meeting with UNDP for a debriefing. The purpose of the debriefing is discussing the strengths and weaknesses of the Proposer's submission, in order to assist the Proposer in improving the proposals presented to

UNDP. The content of other proposals and how they compare to the Proposer's submission shall not be discussed.

E. EVALUATION OF PROPOSALS

17. Preliminary Examination of Proposals

UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, whether or not the Proposer is in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's list of suspended and removed vendors, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP may reject any Proposal at this stage.

18. Evaluation of Proposals

29.1 UNDP shall examine the Proposal to confirm that all terms and conditions under the UNDP General Terms and Conditions and Special Conditions have been accepted by the Proposer without any deviation or reservation.

29.2 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other documentation provided, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet** (DS no. 32). Each responsive Proposal will be given a technical score. A Proposal shall be rendered non-responsive at this stage if it does not substantially respond to the RFP particularly the demands of the Terms of Reference, which also means that it fails to achieve the minimum technical score indicated in the **Data Sheet** (DS no. 25). Absolutely no changes may be made by UNDP in the criteria, sub-criteria and point system indicated in the **Data Sheet** (DS no. 32) after all Proposals have been received.

29.3 In the second stage, only the Financial Proposals of those Proposers who achieve the minimum technical score will be opened for evaluation for comparison and review. The Financial Proposal Envelopes corresponding to Proposals that did not meet the minimum passing technical score shall be returned to the Proposer unopened. The overall evaluation score will be based either on a combination of the technical score and the financial offer, or the lowest evaluated financial proposal of the technically qualified Proposers. The evaluation method that applies for this RFP shall be as indicated in the **Data Sheet** (DS No. 25).

When the Data Sheet specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

Rating the Technical Proposal (TP):

TP Rating = Total Average Score Obtained by the Offer

Rating the Financial Proposal (FP):

FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x Maximum Obtainable Financial Score

Total Combined Score:

TP Score + FP Score= Total Combined and Final Score of the Proposal
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29.4 UNDP reserves the right to undertake a post-qualification exercise aimed at determining, to its satisfaction the validity of the information provided by the Proposer. Such post-qualification shall be fully documented and, among those that may be listed in the **Data Sheet** (DS No.33), may include, but need not be limited to, all or any combination of the following:

- a) Verification of accuracy, correctness and authenticity of information provided by the Proposer on the legal, technical and financial documents submitted;
- b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;
- c) Inquiry and reference checking with Government entities with jurisdiction on the Proposer, or any other entity that may have done business with the Proposer;
- d) Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed;
- e) Physical inspection of the Proposer's offices, branches or other places where business transpires, with or without notice to the Proposer;
- f) Quality assessment of ongoing and completed outputs, works and activities similar to the requirements of UNDP, where available; and
- g) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.

19. Clarification of Proposals

To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Proposer for a clarification of its Proposal.

UNDP's request for clarification and the response shall be in writing. Notwithstanding the written communication, no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP Clause 32.

Any unsolicited clarification submitted by a Proposer in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.

20. Responsiveness of Proposal

UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself.

A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.

If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Proposer by correction of the material deviation, reservation, or omission.

21. Nonconformities, Reparable Errors and Omissions

Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or

omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.

Provided that a Proposal is substantially responsive, UNDP may request the Proposer to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Proposer to comply with the request may result in the rejection of its Proposal.

Provided that the Proposal is substantially responsive, UNDP shall correct arithmetical errors as follows:

- a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price, in which case the line item total as quoted shall govern and the unit price shall be corrected;
- b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
- c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to the above.

If the Proposer does not accept the correction of errors made by UNDP, its Proposal shall be rejected.

F. AWARD OF CONTRACT

22. Right to Accept, Reject, or Render Non-Responsive Any or All Proposals

UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Proposer(s) of the grounds for UNDP's action. Furthermore, UNDP shall not be obliged to award the contract to the lowest price offer.

UNDP shall also verify, and immediately reject their respective Proposal, if the Proposers are found to appear in the UN's Consolidated List of Individuals and Entities with Association to Terrorist Organizations, in the List of Vendors Suspended or Removed from the UN Secretariat Procurement Division Vendor Roster, the UN Ineligibility List, and other such lists that as may be established or recognized by UNDP policy on Vendor Sanctions. (See

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

for details)

23. Award Criteria

Prior to expiration of the period of proposal validity, UNDP shall award the contract to the qualified Proposer with the highest total score based on the evaluation method indicated in the **Data Sheet** (DS nos. 25 and 32).

24. Right to Vary Requirements at the Time of Award

At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in

the unit price or other terms and conditions.

25. Contract Signature

Within fifteen (15) days from the date of receipt of the Contract, the successful Proposer shall sign and date the Contract and return it to UNDP.

Failure of the successful Proposer to comply with the requirement of RFP Clause 35 and this provision shall constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security if any, and on which event, UNDP may award the Contract to the Proposer with the second highest rated Proposal, or call for new Proposals.

26. Performance Security

A performance security, if required, shall be provided in the amount and form provided in Section 9 and by the deadline indicated in the **Data Sheet** (DS no. 14), as applicable. Where a Performance Security will be required, the submission of the said document, and the confirmation of its acceptance by UNDP, shall be a condition for the effectivity of the Contract that will be signed by and between the successful Proposer and UNDP.

27. Bank Guarantee for Advanced Payment

Except when the interests of UNDP so require, it is the UNDP's preference to make no advanced payment(s) on contracts (i.e., payments without having received any outputs). In the event that the Proposer requires an advanced payment upon contract signature, and if such request is duly accepted by UNDP, and the said advanced payment exceeds 20% of the total proposal price, or exceed the amount of USD 30,000, UNDP shall require the Proposer to submit a Bank Guarantee in the same amount as the advanced payment. A bank guarantee for advanced payment shall be furnished in the form provided in Section 10.

28. Vendor Protest

UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a purchase order or contract through a competitive procurement process. In the event that a Proposer believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures:
<http://www.undp.org/procurement/protest.shtml>

Instructions to Proposers

DATA SHEET

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Instruction to Proposers. In the case of a conflict between the Instructions to Proposers, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall govern.

DS No.	Cross Ref. to Instructions	Data	Specific Instructions / Requirements
1		Project Title :	“ Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts”
2		Title of Services/Work:	<p>Managing Training Activities and Small Grants Programme Implementation for selected rural communities in Chernivtsi and Odesa regions of Ukraine</p> <p>Lot 1: Managing Training Activities and Small Grants Programme Implementation for selected rural communities in Chernivtsi region</p> <p>Lot 2: Managing Training Activities and Small Grants Programme Implementation for selected rural communities in Odesa region</p>
3		Country / Region of Work Location:	Ukraine
4	C.13	Language of the Proposal:	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Ukrainian/Russian
5	C.20	Conditions for Submitting Proposals for Parts or sub-parts of the TOR	<input type="checkbox"/> Allowed <input checked="" type="checkbox"/> Not allowed
6	C.20	Conditions for Submitting Alternative Proposals	<input checked="" type="checkbox"/> Shall not be considered <input type="checkbox"/> Shall be considered. A proposer may submit an alternative proposal, but only if it also submits a proposal that meets the base case. UNDP shall only consider the alternative proposals offered by the Proposer whose proposal for the base case was determined

			to be the proposal with the highest evaluated score.
7	C.22	A pre-proposal conference will be held on:	Time: 14-30 Date: 3/10/2017 Address: 28 Instyurtska street, Kyiv Venue: Aleksanyan conference hall Contact person: Procurement Unit Telephone: +38 044 253 93 63 E-mail address dedicated for this purpose: procurement.ua@undp.org
8	C.21	Period of Proposal Validity commencing on the submission date	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days
9	B.9.5 C.15.4 b)	Proposal Security	<input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required
10	B.9.5	Acceptable forms of Proposal Security	N/A
11	B.9.5 C.15.4 a)	Validity of Proposal Security	N/A
12		Advanced Payment upon signing of contract	<input checked="" type="checkbox"/> Allowed up to a maximum of 20% of contract <input type="checkbox"/> Not allowed
13		Liquidated Damages	<input type="checkbox"/> Will not be imposed <input checked="" type="checkbox"/> Will be imposed under the following conditions: Percentage of contract price per day of delay: 0.1% Max. no. of days of delay : 30 After which UNDP may terminate the contract.
14	F.37	Performance Security	<input type="checkbox"/> May be Required from winning entity upon discretion of UNDP based on the degree of risks involved in the performance of the work, and other factors Amount: 10 % of the contract amount Form: Bank guarantee

			<input checked="" type="checkbox"/> Not Required
15	C.17, C.17 b)	Preferred Currency of Proposal and Method for Currency conversion	<input checked="" type="checkbox"/> United States Dollars (US\$) – strongly advised to use as a risk mitigation measure against the impact of the local currency devaluation. <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency <i>Reference date for determining UN Operational Exchange Rate: March 2017, please refer to treasury.un.org</i>
16	B.10.1	Deadline for submitting requests for clarifications/questions	5 days before the submission date.
17	B.10.1	Contact Details for submitting clarifications/questions ²	Focal Person in UNDP: Procurement Unit Address:1, Klovsky Uzviz, 01021 Kyiv, Ukraine Tel No.:+38 044 253 9363 Fax No.:+38 044 253 2607 E-mail address dedicated for this purpose: procurement.ua@undp.org
18	B.11.1	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	<input type="checkbox"/> Direct communication to prospective Proposers by email or fax <input checked="" type="checkbox"/> Direct communication to prospective Proposers by email, and Posting on the website http://procurement-notices.undp.org
19	D.23.3	No. of copies of Proposal that must be submitted [if transmitted by courier]	Original : 1 Copies : 0
20	D.23.1 D.23.2 D.24	Proposal Submission Address	<u>For Technical and Financial proposals:</u> tenders.ua@undp.org <i>Please note that proposals received through any other address will not be considered.</i>
21	C.21 D.24	Deadline of Submission	Date and Time: March 19, 2017 11:59 PM Kyiv time
22	D.23.2	Allowable Manner of Submitting Proposals	<input checked="" type="checkbox"/> Electronic submission of Bid- for Technical and Financial Proposals submission

² This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was officially received.

23	D.23.2 D.26	Conditions and Procedures for electronic submission and opening, if allowed	<p>☒Official Address for e-submission: tenders.ua@undp.org</p> <p>☒Format : PDF files preferred in ZIP archives only (other types of archive can cause failure during opening of proposals). Financial Proposal must be password protected.</p> <p>☒Password <u>must not</u> be provided to UNDP <u>until the UNDP request</u>. <i>Procurement Unit will contact the proposers in writing to request provision of the password to Financial proposal.</i></p> <p>☒Max. File Size per transmission: [5 MB]</p> <p>☒Max. No. of transmission : [3]</p> <p>☒No. of copies to be transmitted : [1]</p> <p>☒Mandatory subject of email : RFP UKR/2017/011 (Please indicate LOT Reference)</p> <p>IMPORTANT NOTES :</p> <p>Proposers MUST indicate clearly for which LOT they are submitting an offer.</p> <p>Proposers submitting a Proposal for both LOTs are allowed to submit one combined Technical Proposal. If decided so, the differences applicable for each lot must be clearly specified in appropriate forms of a submission. Technical proposals may be submitted separately by lots at Bidder's convenience.</p> <p>Password protected Financial Proposals under each LOT MUST be submitted in separate password protected files (by email) with proper indication of LOT reference.</p> <p>☒Virus Scanning Software to be used prior to transmission: <i>[Files should not contain any viruses or malware software.]</i></p> <p>☒Digital Certification/Signature: <i>Please protect your financial proposal (archive) with password!</i></p> <p>☒Time Zone to be Recognized: <i>[Kyiv +2]</i></p> <p>☒Other conditions: <i>Proposers are solely responsible for ensuring that any and all files sent to UNDP are readable, that is, uncorrupted, in the indicated electronic format, and free from viruses and malware. Failure to provide readable files will result in the proposal being rejected.</i></p>
24	D.23.1	Date, time and venue for	Not applicable for public bid opening.

		opening of Proposals	
25	E.29.2 E.29.3 F.34	Evaluation method to be used in selecting the most responsive Proposal	<input type="checkbox"/> Lowest financial offer of technically qualified Proposals <input checked="" type="checkbox"/> Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively <input type="checkbox"/> Combined Scoring Method, using 60%-40% distribution for technical and financial proposals, respectively
26	C.15.1	Required Documents that must be Submitted to Establish Qualification of Proposers (In "Certified True Copy" form only)	<input checked="" type="checkbox"/> Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured <input checked="" type="checkbox"/> Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder <input checked="" type="checkbox"/> Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation <input checked="" type="checkbox"/> Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country <input checked="" type="checkbox"/> Latest Audited Financial Statement (Income Statement and Balance Sheet) including Auditor's Report for the past 2 years <input checked="" type="checkbox"/> Statement of Satisfactory Performance from the Top 3 Clients in terms of Contract Value for the past 2 years in the field of training activities and grant management. <input checked="" type="checkbox"/> Copy of a certificate proving that the organization is non-profit (if available). <input checked="" type="checkbox"/> Where a joint venture is presenting its track record and experience in a similar undertaking as those required in the RFP, it should present such information in the following manner: <div style="margin-left: 40px;"> a) Those that were undertaken together by the joint venture; and b) Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in the RFP. </div>
27		Other documents that may be Submitted to Establish Eligibility	<input checked="" type="checkbox"/> Duly signed Technical and financial (password protected) proposals as per Sections 4-7;

			<p><input checked="" type="checkbox"/> List of clients highlighting similar contracts for clients of comparable business nature and/or size as UNDP/UN and/or implemented projects funded by international technical assistance organizations and donors.</p> <p><input checked="" type="checkbox"/> If the Bidder is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the Proposal, they shall confirm in their Proposal that: (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally, and this shall be duly evidenced by a duly signed Agreement among the legal entities, which shall be submitted along with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all entities that comprise the joint venture.</p> <p><input checked="" type="checkbox"/> The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the bid and in the Joint Venture Agreement. All entities that comprise the joint venture shall be subject to the eligibility and qualification assessment by UNDP.</p>
28	C.15	Structure of the Technical Proposal (<i>only if different from the provision of Section 12</i>)	<p><input checked="" type="checkbox"/> A letter of interest / letter of offer, which outlines previous experience in implementing similar programmes and competitive advantages of the applicant company.</p> <p><input checked="" type="checkbox"/> A work plan with the proposed work schedule indicating the persons responsible for each area of activity;</p> <p><input checked="" type="checkbox"/> Description of the methodology and implementation of training activities and grant programme, based on requirements of Terms of Reference (Section 3)</p> <p><input checked="" type="checkbox"/> Description of the mechanism of transferring funds to grantors, a prerequisite of which is that no tax obligations of the grantees shall arise in connection with the grant funds receipt;</p>

			<input checked="" type="checkbox"/> Personal CVs of Project Team, including information about past experience in similar projects / assignments.
29	C.15.2	Latest Expected date for commencement of Contract	Mid-April 2017
30	C.15.2	Expected duration of contract (Target Commencement Date and Completion Date)	December 2017
31		UNDP will award the contract to:	<input type="checkbox"/> One Proposer only <input checked="" type="checkbox"/> One or more Proposers, depending on the following factors : by Lots
32	E.29.2 F.34	Criteria for the Award of Contract and Evaluation of Proposals	(See Tables below)
33	E.29.4	Post-Qualification Actions	<input checked="" type="checkbox"/> Verification of accuracy, correctness and authenticity of the information provided by the bidder on the legal, technical and financial documents submitted; <input checked="" type="checkbox"/> Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; <input checked="" type="checkbox"/> Inquiry and reference checking with Government entities with jurisdiction on the bidder, or any other entity that may have done business with the bidder; <input checked="" type="checkbox"/> Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed; <input checked="" type="checkbox"/> Physical inspection of the bidder's plant, factory, branches or other places where business transpires, with or without notice to the bidder; <input type="checkbox"/> Others
34		Conditions for Determining Contract Effectivity	<input type="checkbox"/> UNDP's receipt of Performance Bond <input type="checkbox"/> UNDP's receipt of Professional Indemnity Insurance <input checked="" type="checkbox"/> Others N/A
35		Other Information Related to the RFP ³	<u>Administrative Requirements:</u>

³ Where the information is available in the web, a URL for the information may simply be provided.

			<p>Submitted offers will be reviewed on “Pass” or “Fail” basis to determine compliance with the below formal criteria/ requirements:</p> <ul style="list-style-type: none"> ✓ Offers must be submitted within the stipulated deadline ✓ Offers must meet required Offer Validity ✓ Offers have been signed by the proper authority ✓ Offers include requested company documentation, documentation regarding the company’s/organization legal status and registration ✓ Offers must comply with general administrative requirements: ✓ Officially registered organization (non-governmental, public, charitable, non-profit, for-profit), at least 2 years; <p>Other information is available on http://www.ua.undp.org/content/ukraine/en/home/operations/procurement/; For the information, please contact procurement.ua@undp.org</p>
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A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals.

In the First Stage, the technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR) and as per Evaluation Criteria specified in the tables below. In the Second Stage, the price proposal of all contractors, who have attained minimum 70% score in the technical evaluation will be reviewed.

Overall evaluation will be completed in accordance with cumulative analysis scheme, under which the technical and financial aspects will have pre-assigned weights of 70% and 30% of the overall score respectively. The lowest cost financial proposal (out of technically compliant) will be selected as a baseline and allocated the maximum number of points obtainable for financial part (i.e. 300). All other financial proposals will receive a number of points inversely proportional to their quoted price; e.g., [300 points] x [lowest price] / [quoted price].

The winning proposal will be the one with the highest number of points after the points obtained in both technical and financial evaluations, respectively, are added up. The contract will be awarded to the Offeror/s that submitted the winning proposal/s.

A two-stages procedure is utilized in evaluating of the Technical Proposals:

1. Minimum evaluation criteria

(The companies/organizations that are compliant with minimum evaluation criteria will be passed to technical evaluation)

Will be applied for both lots

1. Officially registered organization (non-governmental, public, charitable, non-profit, for-profit), at least 2 years;
2. Proven experience of building capacities of local communities and contributing the development of small and medium business at least 1 project;
3. Proven experience of organization of the training on business planning and entrepreneurship – at least 2 projects;
4. Experience of cooperation with State Employment Service on reducing unemployment by the promotion of self-employment and providing support to micro-business will be an asset;
5. Capacity to implement grant programmes and report over them (including financial reporting). Have experience of delivering at least three grant programmes;
6. Capacity to do re-granting and high-quality monitoring of micro-project implementation by the grantees in line with general UNDP guidelines on supervision of grantees and quality assurance;
7. Legal status of the organization should enable it to:
 - Receive funds from UNDP grant pool without the Contractor's tax liability incurred;
 - Transfer funds to grantees without incurring tax liabilities of the grantees with regard to the grand funds they receive.

Technical criteria:

Summary of Technical Proposal Evaluation Form	Score Weight	Max Points obtainable
Expertise of Firm/Organization	19%	150
Proposed Methodology, Approach and Implementation Plan	38%	250
Personnel	43%	300
Total	100%	700

Forms of assessment of technical proposals are given in the next two pages. The maximum score that may be received for each assessment criterion indicates the relative significance or part of such a criterion in the overall assessment process.

Assessment of technical proposal Form 1		Maximum score	Company / Other organization		
			A	B	C
Experience of the company / organization submitting the proposal					
1.1	Officially registered organization (non-governmental, public, charitable, non-profit, for-profit) (minimum 2 years – 10 points, 3–4 years – 15 points, 5–6 years- 20 points, 7 years or more – 30 points).	30			
1.2	Organization’s financial capacity to disburse grant funds on the basis of further reimbursement by UNDP (low financial capacity requiring advance disbursements in full amount – 0 points; capacity to partially cover disbursements with UNDP advance disbursements not exceeding USD 15,000 – 25 points; capacity to work on fully reimbursable basis – 50 points).	50			
1.3	Experience in the management of grant programmes / provision of credit loans (number of successfully implemented programs: 3 programmes – 10 points, 4programmes – 15 points, 5 programmes and more – 20 points).	20			
1.4	Experience of organization of the training on business planning and entrepreneurship: 2 trainings – 10 points, 3 trainings – 15 points, 4 trainings and more – 20 points).	20			
1.5	Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management / providing credit loans with a total budget of projects / contracts: - \$10,001.00–15,000.00 – 10 points; - \$15,001.00–30,000.00 – 20 points; - \$30,001.00 or more – 30 points.	30			
Overall score on Form 1		150			

Assessment of technical proposal Form 2		Maximum score	Company / Other organization		
			A	B	C
Proposed work plan, methodology and approach					
2.1	How well-elaborated and robust is the training program proposed? - The proposed training program reflects specific needs of target communities in	30			

	<p>development of no-farming sector – up to 10 points;</p> <ul style="list-style-type: none"> - The program content highlights all topics, needed for successful grant implementation by a grantee (business planning, starting up a business, registration of business with local authorities, taxation) – up to 10 points; - Mechanism of individual consultations provision to the participants is thoroughly planned – up to 10 points. 				
2.2	<p>How well developed is a system of feedback and communication with applicants and grantees?</p> <ul style="list-style-type: none"> - The approach provides for a telephone hotline and details its method, the schedule and features of its operation – up to 20 points; - The system for registration of applications provides online format and prompt registration, identification of repeated applications, granting the status of each application, the possibility of automatic responses to participants and creation of a database and mailing list – 20 points. 	40			
2.3	<p>How well-developed is a proposed approach to the process of evaluation of business plans?</p> <ul style="list-style-type: none"> - The suggested evaluation system provides a detailed description of the methodology at each stage – up to 10 points; - The methodology for business plan evaluation is reasonable and realistic, complies with the competition objectives and allows to assess the application potential, long-term prospects for profit and sustainability of business – 20 points; - The process of evaluating business plans is transparent and impartial, it envisages the involvement of the independent evaluation committee at a final stage (specified composition and ways of attracting committee members, spelled assessment methodology and operational procedure of the evaluation committee) – 20 points; - The proposed timeframe and logistics for arranging Grant Selection Committees in each region is realistic and addressing ToRs requirements – up to 10 points. 	60			
2.4	<p>How well-developed and robust is the methodology for monitoring and evaluation of implementation of projects having received grants?</p> <ul style="list-style-type: none"> - The proposed monitoring implementation plan has realistic timeframe and logistics arrangements – up to 10 points; - The monitoring and evaluation methodology suggested is realistic, unified for all grantees and is able to analyse progress of business plan 	40			

	<p>implementation based on clear evaluation method – up to 15 points;</p> <ul style="list-style-type: none"> - The proposed monitoring and reporting mechanism shows sufficient capacity of the Contractor to provide counseling on reporting issues to grantees – up to 15 points. 				
2.5	<p>How well developed and realistic is the mechanism of funds provision to grantors?</p> <ul style="list-style-type: none"> - The mechanism involves the development and signing of agreements with grantors – up to 10 points; - The mechanism includes a detailed list and description of the conditions under which funds are allocated to grantors (legal registration, existence of a bank account, etc.) – up to 10 points. 	20			
2.6	<p>How well-developed and realistic is the proposed grant funds returning procedure in case where a grantee violates or does not implement in full scope the terms of the agreement?</p> <ul style="list-style-type: none"> - The proposed procedure ensures monitoring and timely identification of risks of grantees undue performance – up to 15 points; - The mechanism for withdrawal of funds is realistic, based on the legislation of Ukraine and contains references to specific laws, etc. – up to 15 points; - The proposed procedure includes mechanism of reallocation of withdrawn funds/assets to other applicants – up to 10 points. 	40			
2.7	<p>How well-elaborated is the proposed plan of work and suggested timeline?</p> <ul style="list-style-type: none"> - Weekly detailed elaboration of a work plan – 5 points - Daily detailed elaboration of a work plan – 5 points; - The schedule is realistic and meets the assignment timeframe – 20 points. 	20			
Overall score on Form 2		250			

Assessment of technical proposal Form 3		Maximum score	Company / Other organization		
			A	B	C
Personnel					
	Team Lead/Manager				
3.1	Experience in project management (3–4 years – 10 points, 5–6 years – 20 points, 7 years and more – 30 points).	30			
3.2	Experience in the implementation of projects / programmes / provision of grants or credit loans to finance business plans (3–4 years – 10 points, 5–6 years – 20 points, 7 years and more – 30 points).	30			
3.3	Higher education in economics, law, management, entrepreneurship, business administration or related field (Master's (or equivalent) – 15 points, PhD or higher – 20 points).	20			
3.4	Language command (Ukrainian, Russian and English (intermediate level) – 15 points, Ukrainian, Russian and English (fluent) – 20 points).	20			
Interim score according to criteria 3.1–3.4		100			
	Other Expert – Entrepreneurship Expert 1				
3.5	Experience in local economic development or business development (3–4 years – 15 points, 5–7 years – 20 points, 8 years or more – 25 points).	35			
3.6	Experience in the assessment of business plans as part of the grant or loan programmes (3 programmes – 20 points, 4 programmes – 25 points, 5 programmes and more – 35 points).	35			
3.7	Higher education in economics, law, management, entrepreneurship, business administration or related field (Bachelor's degree or equivalent – 10 points, Master's – 20 points, PhD or higher – 30 points).	30			
Interim score according to criteria 3.5–3.7		100			
	Other Expert – Finance Associate				
3.8	Experience in financial management in the implementation of projects / programmes / provision of grants or credit loans to finance business plans (2–4 years – 20 points, 5–6 years – 25 points, 7 years and more – 35 points).	35			
3.9	Experience in the provision of financial / accounting reporting to international technical assistance organizations or to other donors / customers (2–3 years – 20 points, 4–5 years – 25 points, 6 years or more – 35 points).	35			
3.10	Higher education in financial management, accounting or related field (Bachelor's degree or equivalent – 10 points, Master's – 20 points, PhD or higher – 30 points).	30			

	Interim score according to criteria 3.8–3.10	100			
Overall score on Form 3		300			

Section 3: Terms of Reference (TOR)⁴

Project name: Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts

Project description: Administering the support to economic development in the selected rural communities through organization of training and small grants programme to start-up or develop business for local population

Country/place of implementation: Ukraine

Possible business trips (if applicable): business trip inside the regions

Starting date of the assignment: April 2017

Duration of the assignment or end date (if applicable): December 2017

Name and position of project manager: Hendrik Van Zyl, International Project Manager, UNDP

I. PREAMBLE

The joint initiative aimed at supporting the economic development in the selected village/settlement communities through the small grants programme to start-up or develop business for local population of Chernivtsi and Odesa Oblasts was initiated by UNDP Ukraine in December 2016 and funded by Austrian Development Agency (ADA).

The intervention priorities on non-farming activities will be determined by each target community through the planning process involving a wide range of stakeholders – representatives of the community, local self-government bodies, private sector, academia, NGOs and business support organizations. They will *inter alia* include areas such as food processing, logistics (transportation, storage and other supporting services in the value chain), services on disseminating knowledge and experience, using smaller vessels, rural tourism, construction, services, trade, and so on.

Since it is not expected that the non-farming activities will be able to provide solutions to local economic problems on their own, boosting the diversification of activities may be instrumental in poverty reduction in the rural areas and in the amalgamated territorial communities. The diversified economic activities will make the communities more resilient and help them to earn extra income that will then be transferred to stronger local budgets. Moreover, the improved employment rate will also decrease the burden on social protection system.

Two (one per each oblast) established business support organizations (NGOs) will be competitively selected to administer small grants programme which will support the small business initiatives.

In order to analyze specific economic needs and potential areas for intervention in non-farming sector, the needs analysis of potential partner communities will be carried out along with the measures to engage untapped economic capacity of the communities. These measures will be followed by the selection and training of the grantees and disbursing grants each worth approximately EUR 3,000-5,000 (seven-ten initiatives in each oblast to be supported). The grant beneficiaries will be women and the vulnerable populations (youth, the disabled people, the orphans, etc.). Capacity building/empowerment, quality assurance and monitoring and evaluation of the grantees will be provided by business support organizations in each region under the general quality supervision by UNDP.

⁴ This document serves as a guide to Requestor on how to write the TOR for the RFP, by suggesting contents. This document is not to be shared with Proposers in this current state and form. The TOR actually written by the Requestor shall be the TOR that will be attached to this part of the RFP.

Therefore, UNDP announces the call for proposals to find a business support organization (one per each region) that will administer the economic development programme in the selected village/settlement communities through organization of the training and small grants programme to start-up or develop business for local population.

BACKGROUND

On average, the poverty rate in rural areas of Ukraine is approximately 1.7 times higher than in the cities. At the same time, rural population numbers to 31% of the total population size in Ukraine. During the past 20 years, the reforms were regularly initiated in the agricultural sector but they did not significantly improve the wellbeing of rural population. The unemployment and poverty are still prevalent.

The economic decline has already resulted in the job cuts and the increased unemployment rate from 7.7% in late 2013 to 9.4% in the first half of 2016. In 2016, a total of 7.5% women and 11.1% aged 15-70 were unemployed. The share of economically active women – those who are on the labor market – is 55.7%. In men, this share is a bit higher – 61.4%. The gender pay gap is as high as 26%, and in some sectors it even reaches 30%. The systemic barriers provoke horizontal and vertical gender professional segregation on the labor market. Women tend to have smaller wages. A lot of people lost their jobs due to the conflict in eastern Ukraine.

Currently, Ukraine faces a number of pressing environmental challenges, including the outdated industrial sector which heavily pollutes the environment, lack of protection of designated natural areas and other problems associated with low environmental sustainability. It concerns the non-sustainable environments like the Danube Delta and Black Sea Coast (Odesa Oblast) and the Carpathian forests (Chernivtsi Oblast). The rural areas see the deterioration of environmental security.

There is a lack of legal framework and policy mechanisms to turn back the environmental degradation, to mitigate the consequences of climate change, to prevent natural and man-made disasters, and to properly address them.

Ukraine is a part to all major human rights conventions and the Council of Europe Member State for more than 20 years. The key human rights are established in the Constitution of Ukraine and an array of laws which also provide the citizens with the right to various services and remedies. However, the human rights framework has not been successfully implemented due to poor capacity of the institutional duty-bearers, lack of transparency and corruption as a major multi-faceted problem. When it comes to the equality, the problems with human rights are more common in rural rather than in urban areas. It is manifested in the higher unemployment rate, poverty, lower quality of service provision and their higher fee in the rural areas. The level of wages in the farming sector is one of the lowest in the national economy – it only numbers to 69% of the average wage in the country.

II. MAIN OBJECTIVES OF THE ASSIGNMENT

The main objective of this assignment is to administer the process aimed at supporting economic development in the selected rural communities through organization of training and small grants programme to start-up or develop business for local population

Specifically, the Contractor should implement the following measures in its oblast:

- To agree with UNDP a detailed plan and schedule for identifying the priority areas for intervention in the target communities (at least 7 - 10 communities in each oblast) in non-farming sectors engaging a wide range of stakeholders – representatives of the community, local self-government bodies, private sector, academia, NGOs, business support organizations, etc.;
- To develop and approve with UNDP a training programme of a business school (at least 24 academic hours) for the representatives of target communities willing to receive training, and to develop a business plan per selected community on one of non-farming priorities identified by local community;
- To develop the announcement, application form and the full package of documents to be filled in by the applicants willing to take part in the training on business planning, entrepreneurship and small grants programme;
- To agree with UNDP a detailed plan and schedule for implementation of the objectives, modality of evaluation the applications, and modality of monitoring and evaluating the efficiency of grant projects;
- To competitively select participants of business school – 2-3 persons from each of the target communities, 25-30 participants in total. Preference should be given to women, youth and vulnerable populations;
- To provide training to 25-30 representatives from the target communities on the business planning and entrepreneurship techniques so that they have knowledge and skills to develop their own non-farming business plans;
- To provide individual consultations (mentoring) to the participants of business school on business planning, starting-up, business registration with the national authorities, taxation (not less than 36 hours);
- To announce and implement a competition within the framework of small grants programme;
- To analyze and evaluate the proposals (business plans) with involvement of independent business experts and representatives of the communities;
- To sign grant agreements with the grantees (not less than seven) and provide funds to them;
- To monitor grant implementation in line with general UNDP guidelines on supervision and quality control with involvement of representatives of the communities;
- To develop the modality of distribution, management and returning the grant funding in case if a grantee does not comply with the terms of a grant agreement;
- To coordinate the activities with the offices of ADA-UNDP joint project in Chernivtsi and Odesa Oblasts;
- To broadly disseminate information about the small grants programme among the stakeholders and the general public.

If the training and grant administration will be provided by different organization as a joint venture, a bid should comply with UNDP requirements to the bids submitted by joint ventures, consortiums or associations. The business support organizations should confirm their cooperation by submitting a legal agreement that empowers one of them to act as a lead entity for the purposes of the Contract. The lead entity must submit the proof of the respective regional experience, as well as the documents of partner organization in accordance with UNDP tender requirements.

The total budget of this Grant pool is EUR 39,000 per Oblast. The grant budget may vary depending on the needs and expediency. It is anticipated that the average amount of grant will be worth EUR 3,000-5,000.

III. SCOPE OF WORK AND EXPECTED OUTPUTS

During April-December 2017, the Contractor should perform the following tasks as agreed with UNDP.

GENERAL TERMS FOR THE SMALL GRANT PROGRAMME

It is assumed that business projects funded under the small grants programme should:

- Demonstrate high profit potential and long-term sustainability and have feasible market indicators;
- Fall within one of the priority non-farming sectors identified by the respective community;
- Provide grounds for self-employment and/or creation of additional jobs;
- Co-financing of the total project budget (at least 10%) is obligatory. The grantees are also invited to provide in-kind contribution in the form of equipment, premises (in due condition), works on premises arrangement, etc.

The small grants programme objective:

- Supporting the economic development and improving livelihoods of rural population in the selected communities of Odesa and Chernivtsi Oblasts through the promotion of entrepreneurship and small business.

Business projects within the small grants programme may be dealing with the following types of business activities, such as (the list is non-exhaustive and shall be agreed with the UNDP before the launch):

- Purchase of new equipment and/or tools for the production of goods (provision of services);
- Rent of commercial premises to carry out business activities – up to 60 days;
- Renovation of commercial premises to run business activities

Conditions and requirements to applicants:

- Applicants should be officially registered in one of the selected territorial communities and prove their residence registration;
- Applicants should be able to be officially registered as FOP (private entrepreneurs) with the respective KVED (codes of business activities) in their certificates and choose a suitable taxation option. The private entrepreneurs should be aware of the respective tax requirements applicable to the selected option;
- Each applicant may only submit one application and only receive one grant;
- A grant agreement between a grantee and small grants programme administrator shall oblige the former to return equipment or its full price (in case of damage or loss) if a grantee did not start business activities according to his/her business plan within 60 days after the agreement was signed, and if the business activity was terminated within two years after the agreement was signed;
- Co-financing of at least 10% of total expenses on by grantee starting-up a business is an obligatory requirement for financial support;
- Persons who have already received similar support from UNDP may not participate in the small grants programme;
- Applicants should gain support of the community in which they are going to start-up a business;

- Applicants should start-up their business in one of the priority non-farming sectors identified by the local community.

THE SMALL GRANTS PROGRAMME IMPLEMENTATION

1. Initial stage. Development of an action plan and implementation schedule

Outputs:

- A detailed action plan and schedule of weekly activities for implementation of the small grants programme have been developed and approved;
- A schedule and templates of reports that the Contractor should provide to UNDP under the programme have been agreed;
- The responsible persons from the Contractor and UNDP have been determined and the rules and format of written and oral communication on small grants programme implementation have been approved;
- The training programme (at least 24 academic hours) and the mentorship/individual consultations programme (at least 36 hours) on business planning and entrepreneurship have been developed and approved with UNDP;
- The procedure of grant allocation, monitoring and evaluation, and the procedure of grant returning in case a grantee does not comply with the requirements of a grant agreement have been developed and approved;
- The procedure of reallocation of returned equipment or funds to other applicants has been developed and approved.

2. Determining the priority areas of intervention in non-farming sectors with involvement of a wide range of stakeholders.

Outputs:

- A detailed action plan and schedule of weekly activities for identification of the priority areas for intervention in the target communities (at least 10 communities in each oblast) in non-farming sectors engaging a wide range of stakeholders – representatives of the community, local self-government bodies, private sector, academia, NGOs, business support organizations, etc., have been approved with UNDP;
- Priority areas for intervention in non-farming sector have been identified for each target community;

3. Announcement of the competition and selection of participants of trainings on business planning and entrepreneurship.

Outputs:

- A text of the call for proposals has been developed and approved with UNDP;
- An application form has been developed. Applicants should be able to submit their bids online or electronically;
- A guideline for applicants has been developed which includes detailed recommendations on the goals and objectives of the competition; priority areas; applicant's compliance with requirements of the call; requirements for monitoring and evaluation of the project; reporting requirements; selection criteria; application form, etc.;

- The format and content of documents have been agreed with UNDP before the announcement;
- 2-3 participants of the business school are competitively selected from each target community (25-30 participants in total). Preference should be given to women, youth and vulnerable populations;
- The first interim report and *ad hoc* reports have been prepared and submitted to UNDP.

4. Organization of the training on business planning and entrepreneurship.

Outputs:

- Training has been provided (at least 24 academic hours) for 25-30 representatives of target communities on business planning and entrepreneurship in order equip them with necessary knowledge on business planning in no-farming sectors;
- Individual consultations have been provided to the participants on business planning, starting up a business, registration of business with local authorities, taxation, etc. (at least 36 hours);
- A total of 25-30 representative of target communities have developed business plans to start up their businesses in the target communities along with the priority sectors identified locally;
- The second interim report and *ad hoc* reports have been prepared and submitted to UNDP.

5. Competition of business plans that seek mini grants.

Outputs:

- A text of the call for proposals has been developed and approved with UNDP;
- An application form for receiving a grant has been developed. Applicants should be able to submit their bids online or electronically;
- A guideline for applicants has been developed which includes detailed recommendations on the goals and objectives of the competition; priority areas; applicant's compliance with requirements of the call; requirements for monitoring and evaluation of the project; reporting requirements; selection criteria; application form, etc.;
- The format and content of documents have been agreed with UNDP before the announcement;
- The format and content of documents have been agreed with UNDP before the announcement;
- The third interim report and *ad hoc* reports have been prepared and submitted to UNDP.

Indicative timeframe: May 2017.

6. Announcement of the Call of small grant proposals and collecting applications from the representatives of target audience.

Outputs:

- The full package of documents is available on the Contractor's website (if necessary) and other websites agreed with UNDP;
- A system of communication with applicants has been developed and launched, including providing timely responses to questions received from potential. The system can handle communication through various channels throughout the whole small grants programme lifespan;
- A system of collection and registration of business proposals from applicants has been introduced. The application registration system should be electronic and ensure prompt registration of proposals. The Contractor shall provide constant access to the applications database to UNDP staff members;

- The applications from training programme have been collected and registered according to the schedule and prepared for evaluation;
- The fourth interim report and *ad hoc* reports have been prepared and submitted to UNDP.

Indicative timeframe: June 2017.

7. Evaluation of application

The evaluation of applications takes place in several stages:

- 1) At the stage of registration, the applications are evaluated formally (eligibility of applicant and the proposed project, compliance with the requirements of competition). Applicants whose business plans were rejected at this stage should be promptly notified of this decision and a possibility to refine their proposals.
- 2) At the second stage, the applications are evaluated by at least three business experts involved by the Contractor. The experts collectively assess each application according to the determined criteria, rate each application and draw up a preliminary report (whether each particular application should be handed for review by an independent evaluation committee at the next stage). Applicants whose business plans were rejected at this stage must be notified of it within 10 days after the decision was made.
- 3) At the third stage, the applicants defend business plans in front of the independent evaluation committee in each oblast, which are set up by the Contractor in each of the pilot community and include representatives of the local authorities, community, business associations, experts in business development, representatives of the Contractor and UNDP. At least one business expert who previously evaluated the application must be present at every evaluation committee meeting. The composition of each committee has to be coordinated with UNDP in advance. Applicants whose business plans were selected for evaluation at this stage, have to answer the questions of members of the evaluation committees. Evaluation committees should assess the business plans according to the determined criteria and rate them accordingly.

Outputs:

- All applications have been assessed using formal criteria. The lists of applications rejected at the first stage have been compiled, all the applicants on the list have been notified on rejection of their proposals.
- All applications that meet the formal criteria have been assessed by the Contractor's expert team (by business experts). Each application has been rated and conclusion was made whether it should be handed for review by an independent evaluation committee at the next stage. Applicants whose business plans were selected for further consideration were notified within 10 days. Applicants whose business plans were selected for further evaluation have been informed and instructed regarding the format and details of their in-person defense;
- Independent evaluation committees have been set up in each pilot community. The committee membership has been agreed with UNDP. The guidelines for members of the evaluation committee containing detailed information on the evaluation criteria, the procedure for rating proposals against each criteria, the defense procedure and other details have been developed. A list of standard questions that may be asked during the interview has been developed. Committee meetings have been organised in each of the pilot communities;
- Based on the results of the meeting of the evaluation committee, the reports have been prepared and a list of winners and a reserve list according to the overall rating have been generated;

- All participants were informed of the results 10 days after the committee meeting via e-mail and a telephone;
- Information on the results of competition has been released at the Contractor's website within five days after finalisation of these results;
- The fifth interim report and *ad hoc* reports have been prepared and submitted to UNDP.

Indicative timeframe: June-July 2017.

8. Signing grant agreements and providing funds.

Funds should be transferred from the Contractor to grantees according to the schedule of payments specified in a grant agreement. The mechanism of receiving the grant shall not entail tax liability in crediting of funds. After the funds have been transferred, the Contractor has to provide reporting documents to UNDP proving the receipt of funds at the grantees' bank accounts. Thereafter, UNDP will reimburse expenses and costs of the Contractor.

If the Contractor does not possess sufficient funds to disburse payments to the grantees, UNDP may agree to pay the Contractor in advance. Such payment can be disbursed after the finalisation of the competition results and compiling a final ranking. The basis for payment is a request for installment with a list of awarded grants.

The subsequent payments to the Contractor will be disbursed upon providing reporting documents to UNDP proving that each grantee received funds at its bank account.

Outputs:

- The agreements with each grantee have been prepared and signed (the text of the agreement should be agreed with UNDP and specify a schedule of payments, reporting requirements and procedures, duration of the project, requirements for monitoring, communications, and other information necessary for the effective use of the grant);
- The grant funds have been transferred to beneficiaries according to the signed agreements;
- The Contractor has submitted to UNDP the copies of contracts with grantees and the documents confirming the transfer of funds to the grantees' bank accounts;
- The sixth interim report and *ad hoc* reports have been prepared and submitted to UNDP.

Indicative timeframe: July-September 2017.

9. Providing technical and programme administration of the small grants programme

Monitoring of the projects implemented by the grantees.

Outputs:

- Reports of the grantees have been received, verified and approved by the Contractor according to the schedule;
- Advice on operational reporting is promptly provided through various channels (email, telephone hotline);
- Implementation of business projects is monitored through inspection reports, personal and remote consultation and monitoring visits (if necessary). The schedule of monitoring visits has been approved with UNDP;
- The reports of grantees and monitoring reports (if any) have been submitted to UNDP.

Indicative timeframe: September-November 2017.

10. Ensure the return of grant funds in case if a grantee does not comply with the grant agreement.

Outputs:

- If a grantee does not comply with the terms of a grant agreement, grant aid in the form of funds or equipment is returned to the Contractor and distributed among the other grantees;
- The seventh interim report and *ad hoc* reports have been prepared and submitted to UNDP.

Indicative timeframe: September-November 2017.

GENERAL ACTIVITIES

11. Coordination of activities with other UNDP partners and contractors to achieve effective synergies whenever possible.

12. Wide coverage of the fact that UNDP and Austrian Development Agency provide funding to the small grants programme in the products created under the agreement. Ensuring visibility of UNDP and ADA by placing visual materials on equipment purchased by the grantees.

IV. MONITORING/REPORTING REQUIREMENTS

The Contractor shall submit the following reports according to UNDP format and guidelines: The format of reports shall be agreed upon at the first stage of the programme, but UNDP reserves the right to make required changes and clarifications in the report template.

Types of reports:

- Interim reports, including reports on the progress, results, monitoring, and financial indicators:
 - Interim report 1 – April 2017;
 - Interim report 2 – May 2017;
 - Interim report 3 – June 2017;
 - Interim report 4 – July 2017;
 - Interim report 5 – August 2017;
 - Interim report 6 – October 2017;
 - Interim report 7 – November 2017
- Weekly operational email reports on progress and the implementation of the small grants programme;
- Brief reports periodically submitted at the request of UNDP in cases where it is required to get information on the progress in-between reporting periods;
- If it is necessary to adjust amounts of payment due to the grantee' default, the Contractor shall provide to UNDP the financial clarifications which can serve as a basis for future transfers of the grant pool funds to the Contractor;
- Final report, including a summary of activities and results, lessons learned and conclusions, as well as financial report for the total duration of the contract – by 26 December 2017.

Re-imbursement of management and operational costs shall be made in several installments as per the schedule agreed with UNDP.

The Contractor should comply with the system of monitoring, evaluation and quality control introduced by UNDP, and also provide the necessary information, reports and statistical data according to the pre-determined schedule *or* as soon as possible (within a reasonable time).

The Interim reports and Final report should follow the pre-determined template agreed with UNDP that includes both narrative and financial parts and will be submitted to the respective officer.

As a quality assurance measure, UNDP reserves the right to initiate spot-checks of grantees to conduct interviews and receive feedback on the quality of the Contractor's performance. The Contractor should facilitate the process by providing UNDP with all necessary contacts of the grantees and should refrain from influencing the impartiality of the assessment procedures.

V. EXPERIENCE AND QUALIFICATION REQUIREMENTS

The applicants have to meet the following criteria:

- Be officially registered organization in line with Ukrainian law (as a NGO, business association, association of employers, producers, a union, etc.) and have at least two years of experience in the respective field;
- Have proven experience of building capacities of local communities and contributing the development of small and medium business (at least 1 project);
- Have proven experience in organization of the training on business planning and entrepreneurship (at least 2 projects);
- Experience of cooperation with State Employment Service on reducing unemployment by the promotion of self-employment and providing support to micro-business will be an asset;
- Have capacity to implement grant programmes and report over them (including financial reporting). Have experience of delivering at least three grant programmes;
- Have capacity to do re-granting and high-quality monitoring of micro-project implementation by the grantees in line with general UNDP guidelines on supervision and quality assurance;
- Legal status of the organization should enable it to:
 - Receive funds from UNDP grant pool without the Contractor's tax liability incurred;
 - Transfer funds to grantees without incurring tax liabilities of the grantees with regard to the grand funds they receive.

A project team should consist at least of three experts:

- Team Lead/Manager:
 - 1) Master's (or equivalent) degree in economics, law, management, entrepreneurship or related field;
 - 2) Minimum 3 years of experience in the implementation of projects / programmes / provision of grants or credit loans to finance business plans;
 - 3) Minimum 3 years of professional experience in project management on business skills development and business development (references should be provided).

- Business / entrepreneurship expert (at least one person):
 - 1) Bachelor's (or higher) degree in economics, law, management or related field;
 - 2) minimum 3 years of experience in local economic development or business development,
 - 3) experience in the evaluation of business plans as part of the grant or loan programmes (participation in at least three programmes) (references should be provided).
- Finance Associate:
 - 1) Bachelor's (or higher) degree in finance management, accounting or other related field relevant to financial administration of the small grants facility;
 - 2) minimum 2 years of experience of financial management in implementing projects / programmes / provision of grants or credit loans to fund business plans;
 - 3) minimum 2 years of experience in providing financial / accounting to international technical assistance organizations or other donors / customers.

VII. PROPOSED PAYMENT SCHEDULE:

The payment schedule will be agreed with the Contractor before the start of the assignment. Payments to the Contractor to cover management and operational costs will be linked to deliverables and transferred upon submission of interim and final reports. A preliminary schedule is provided below.

- After signing an agreement with UNDP – 20%
- After the outputs of stage 4 “Organization of the training on business planning and entrepreneurship” are achieved and interim reports are submitted – 70%
- After the results are achieved in full and Final report is submitted – 10%.

Section 4: Proposal Submission Form⁵

[insert: Location]

[insert: Date]

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

Dear Sir/Madam:

We, the undersigned, hereby offer to provide professional services for [insert: title of services] in accordance with your Request for Proposal dated [insert: Date] and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal sealed under a separate envelope.

We hereby declare that :

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council;
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal for 90 days.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

⁵ No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Contact Details : _____

[please mark this letter with your corporate seal, if available]

Section 5: Documents Establishing the Eligibility and Qualifications of the Proposer

Proposer Information Form⁶

Date: *[insert date (as day, month and year) of Proposal Submission]*
RFP No.: *[insert number]*

Page _____ of _____ pages

1. Proposer's Legal Name <i>[insert Proposer's legal name]</i>		
2. In case of Joint Venture (JV), legal name of each party: <i>[insert legal name of each party in JV]</i>		
3. Actual or intended Country/ies of Registration/Operation: <i>[insert actual or intended Country of Registration]</i>		
4. Year of Registration: <i>[insert Proposer's year of registration]</i>		
5. Countries of Operation	6. No. of staff in each Country	7. Years of Operation in each Country
8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Proposer's legal address in country of registration]</i>		
9. Value and Description of Top three (3) Biggest Contract for the past five (5) years		
10. Latest Credit Rating (if any)		
11. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
12. Proposer's Authorized Representative Information Name: <i>[insert Authorized Representative's name]</i> Address: <i>[insert Authorized Representative's name]</i> Telephone/Fax numbers: <i>[insert Authorized Representative's name]</i> Email Address: <i>[insert Authorized Representative's name]</i>		
13. Are you in the UNPD List 1267.1989 or UN Ineligibility List ? <input type="checkbox"/> YES or <input type="checkbox"/> NO		

⁶ The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

14. Attached are copies of original documents of:

- ☐ All eligibility document requirements listed in the Data Sheet
- ☐ If Joint Venture/Consortium – copy of the Memorandum of Understanding/Agreement or Letter of Intent to form a JV/Consortium, or Registration of JV/Consortium, if registered
- ☐ If case of Government corporation or Government-owned/controlled entity, documents establishing legal and financial autonomy and compliance with commercial law.

Joint Venture Partner Information Form (if Registered)⁷

Date: *[insert date (as day, month and year) of Proposal Submission]*

RFP No.: *[insert number]*

Page _____ of _____ pages

1. Proposer's Legal Name: <i>[insert Proposer's legal name]</i>		
2. JV's Party legal name: <i>[insert JV's Party legal name]</i>		
3. JV's Party Country of Registration: <i>[insert JV's Party country of registration]</i>		
4. Year of Registration: <i>[insert Party's year of registration]</i>		
5. Countries of Operation	6. No. of staff in each Country	7. Years of Operation in each Country
8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Party's legal address in country of registration]</i>		
9. Value and Description of Top three (3) Biggest Contract for the past five (5) years		
10. Latest Credit Rating (if any)		
1. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
13. JV's Party Authorized Representative Information Name: <i>[insert name of JV's Party authorized representative]</i> Address: <i>[insert address of JV's Party authorized representative]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers of JV's Party authorized representative]</i> Email Address: <i>[insert email address of JV's Party authorized representative]</i>		

⁷ The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

14. Attached are copies of original documents of: *[check the box(es) of the attached original documents]*

- ☐ All eligibility document requirements listed in the Data Sheet
- ☐ Articles of Incorporation or Registration of firm named in 2.
- ☐ In case of government owned entity, documents establishing legal and financial autonomy and compliance with commercial law.

Section 6: Technical Proposal Form

TECHNICAL PROPOSAL FORMAT
INSERT TITLE OF THE SERVICES

Note: Technical Proposals not submitted in this format may be rejected. The financial proposal should be included in separate envelope.

Name of Proposing Organization / Firm:	
Country of Registration:	
Name of Contact Person for this Proposal:	
Address:	
Phone / Fax:	
Email:	

SECTION 1: EXPERTISE OF FIRM/ ORGANISATION

1.1 Brief Description of Proposer as an Entity: Provide a brief description of the organization / firm submitting the proposal, its legal mandates/authorized business activities, the year and country of incorporation, types of activities undertaken, and approximate annual budget, etc. Include reference to reputation, or any history of litigation and arbitration in which the organization / firm has been involved that could adversely affect or impact the performance of services, indicating the status/result of such litigation/arbitration.

1.2. Financial Capacity: Provide the latest Audited Financial Statement (Income Statement and Balance Sheet) duly certified by a Public Accountant, and with authentication of receiving by the Government's Internal Revenue Authority. Include any indication of credit rating, industry rating, etc.

1.3. Track Record and Experiences: Provide the following information regarding corporate experience within the last two (2) years which are related or relevant to those required for this Contract.

Name of project	Client	Contract Value	Period of activity	Types of activities undertaken	Status or Date Completed	References Contact Details (Name, Phone, Email)

SECTION 2 - APPROACH AND IMPLEMENTATION PLAN

2.1 Approach to the Service/Work Required: Please provide a detailed description of the methodology for how the organization/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.

1. A letter of interest / letter of offer, which outlines previous experience in implementing similar programmes and competitive advantages of the applicant company;
2. A work plan with the proposed work schedule indicating the persons responsible for each area of activity;
3. Description of the management methodology and implementation of training activities and the grant programme, which should include the following:
 - A training plan, reflecting all subjects covered;
 - Description of receipt and registration of applications;
 - Description of organization of all stages of the project proposals evaluation process by specifying criteria for evaluating business plans and evaluation procedures;
 - The procedure for monitoring and assessing the implementation of grant projects, including the admission procedures and inspection reports, quality control methods for implementing business plans;
 - Description of feedback and communication with applicants and grantees, which should include the description of hotline operation and other communication tools;
 - Description of the grant funds returning procedure;
4. Description of the mechanism of transferring funds to grantors, a prerequisite of which is that no tax obligations of the grantees shall arise in connection with the grant funds receipt;

2.2. Technical Quality Assurance Review Mechanisms: The methodology shall also include details of the Proposer's internal technical and quality assurance review mechanisms.

2.3 Implementation Timelines: The Proposer shall submit a Gant Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

2.4. Subcontracting: Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team.

2.5. Risks / Mitigation Measures: Please describe the potential risks for the implementation of this project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.

2.6. Reporting and Monitoring: Please provide a brief description of the mechanisms proposed for this project for reporting to the UNDP and partners, including a reporting schedule.

2.7. Anti-Corruption Strategy: Define the anti-corruption strategy that will be applied in this project to prevent the misuse of funds. Describe the financial controls that will be put in place.

2.8. Partnerships: Explain any partnerships with local, international or other organizations that are planned for the implementation of the project. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team. Letters of commitment from partners and an indication of whether some or all have successfully worked together on other previous projects is encouraged.

2.9 Statement of Full Disclosure: This is intended to disclose any potential conflict in accordance with the definition of “conflict” under Section 4 of this document, if any.

2.10 Other: Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 3: PERSONNEL

3.1 Management Structure: Describe the overall management approach toward planning and implementing this activity. Include an organization chart for the management of the project describing the relationship of key positions and designations.

3.2 Staff Time Allocation: Provide a spreadsheet will be included to show the activities of each staff member and the time allocated for his/her involvement. (Note :*This spreadsheet is crucial and no substitution of personnel will be tolerated once the contract has been awarded except in extreme circumstances and with the written approval of the UNDP. If substitution is unavoidable it will be with a person who, in the opinion of the UNDP project manager, is at least as experienced as the person being replaced, and subject to the approval of UNDP. No increase in costs will be considered as a result of any substitution.*) **Please provide a detailed description of human resources to be involved into the project, describing management arrangements and how coordination will be achieved for fulfillment different components of the ToR.**

3.3 Qualifications of Key Personnel. Provide the CVs for key personnel (**at least 3 experts in accordance with Terms of Reference**) that will be provided to support the implementation of this project. CVs should demonstrate qualifications in areas relevant to the Scope of Services. Please use the format below:

Name:		
Position for this Contract:		
Nationality:		
Contact information:		
Countries of Work Experience:		
Language Skills:		
Educational and other Qualifications:		
Summary of Experience: <i>Highlight experience in the region and on similar projects.</i>		
Relevant Experience (From most recent):		
Period: From – To	Name of activity/ Project/ funding organization, if applicable:	Job Title and Activities undertaken/Description of actual role performed:
<i>e.g. June 2004-January 2005</i>		
<i>Etc.</i>		
<i>Etc.</i>		
References no.1 (minimum of 3):	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
Reference no.2	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
Reference no.3	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
Declaration:		
<p>I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract. I also understand that any willful misstatement described above may lead to my disqualification, before or during my engagement.</p>		

<hr/>	
<hr/>	
Signature of the Nominated Team Leader/Member	Date Signed
<hr/>	

Section 7: Financial Proposal Form⁸

The Proposer is required to prepare the Financial Proposals for each lot in a separate password protected file as indicated in the Instruction to Proposers. Lot should be clearly indicated in the title of the file.

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

In case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

A. Cost Breakdown per Deliverables*

No.	SN [deliverables according to TOR]	Percentage of Total	Total
1	After achieving of the results 1 - 3: <i>1. Initial stage. Development of an action plan and implementation schedule.</i> <i>2. Determining the priority areas of intervention in non-farming sectors with involvement of a wide range of stakeholders.</i> <i>3. Announcement of the competition and selection of participants of trainings on business planning and entrepreneurship</i> and submission of the Interim Report No. 1		
2	After achieving of the result 4: <i>Organization of the training on</i>		

⁸ No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

	<i>business planning and entrepreneurship</i> and submission of the Interim Report No. 2		
3	After achieving of the result 5: <i>Competition of business plans that seek mini grants</i> Report No. 3		
4	After achieving of the result 6: <i>Announcement of the Call of small grant proposals and collecting applications from the representatives of target audience</i> and submission of the Interim Report No. 4		
5	After achieving of the results 7: <i>Evaluation of applications.</i> and submission of the Interim Report No. 5		
6	After complete achievement of all the results 8-12 and submission of the Completion Report		
	Total	100%	USD

**Basis for payment tranches*

2. Cost Breakdown by Cost Component:

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

Table B1. Cost breakdown for base case scenario (amount of grants allocated and managed equals 13).

The bidders are requested not to modify/alter line 1 (Grant Funds Pool) but keep it in their financial proposal.

Important! Payment of expenses in the organisation of Evaluation Committees associated with the lease of premises, organisation of coffee breaks and reimbursement for travel of the grant competition participants will be made by the UNDP contractor – organising company. These costs will NOT be included in the financial proposal.

NO.	Activity / expenses	Quantity / duration	Description of expenses	Cost per unit	Total, VAT excluded	VAT / other taxes (if applicable)	Total
1	Grant funds pool			EURO 39,000.00			
2	Personnel						
	Team Lead/Manager		month				
	Business / entrepreneurship expert		month				
	Finance Associate		month				
	Other specialists (if any)						
	...						
3	Training program						
	Grants administration (transfer of funds, monitoring of projects, etc.)		course grant				
	Other costs (please indicate if any)						
	...						
4	Office costs						
	Rent (if applicable)		month				
	Communication charges (telephone)		month				
	Internet		month				
	Consumables for office						
	Printing (if applicable)						
5	Business trips						
	Travel		one travel				
	Accommodation		day				
	Daily allowance		day				
6	Overhead costs (if any – outline activities / expenses)						
	...						
	...						
	...						
	Total						

Section 8: Form for Advanced Payment Guarantee⁹

(This must be finalized using the official letterhead of the Issuing Bank. Except for indicated fields, no changes may be made on this template)

_____ *[Bank's Name, and Address of Issuing Branch or Office]*
Beneficiary: _____ *[Name and Address of UNDP]*
Date: _____
ADVANCE PAYMENT GUARANTEE No.: _____

We have been informed that *[name of Company]* (hereinafter called "the Contractor") has entered into Contract No. *[reference number of the contract]* dated *[insert: date]* with you, for the provision of *[brief description of Services]* (hereinafter called "the Contract"). Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of *[amount in words]* (*[amount in figures]*) is to be made against an advance payment guarantee.

At the request of the Contractor, we *[name of Bank]* hereby irrevocably undertake to pay you any sum or sums not exceeding in total an amount of *[amount in words]* (*[amount in figures]*)¹⁰ upon receipt by us of your first demand in writing accompanied by a written statement stating that the Contractor is in breach of its obligation under the Contract because the Contractor has used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Contractor on its account number _____ at *[name and address of Bank]*.

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Contractor as indicated in copies of certified monthly statements which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the monthly payment certificate indicating that the Consultants have made full repayment of the amount of the advance payment, or on the ____ day of _____, 2____,¹¹ whichever is earlier.

⁹ This Guarantee shall be required if the Contractor will require advanced payment of more than 20% of the contract amount, or if the absolute amount of the advanced payment required will exceed the amount of USD 30,000, or its equivalent if the price offer is not in USD, using the exchange rate stated in the Data Sheet. The Contractor's Bank must issue the Guarantee using the contents of this template.

¹⁰ The Guarantor Bank shall insert an amount representing the amount of the advanced payment and denominated either in the currency/ies of the advanced payment as specified in the Contract.

¹¹ Insert the expected expiration date. In the event of an extension of time for Completion of the Contract, the Contractor would need to request an extension of this Guarantee from the Guarantor Bank. Such request must be in writing and must be made prior to the expiration date established in the Guarantee. In preparing this Guarantee, the Contractor might consider adding the following text to the form at the end of the penultimate paragraph: "The Guarantor Bank agrees to a one-time extension of this

Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees, ICC Publication No. 458.

[signature(s)]

Note: All italicized text is for indicative purposes only to assist in preparing this form and shall be deleted from the final product.

Guarantee for a period not to exceed [six months] [one year], in response to the Contractor's written request for such extension, such request to be presented to the Guarantor Bank before the expiry of the Guarantee.

Section 9: Contract for Professional Services

THIS IS UNDP'S TEMPLATE FOR CONTRACT FOR THE PROPOSER'S REFERENCE. ADHERENCE TO ALL TERMS AND CONDITIONS IS MANDATORY.

Date _____

Dear Sir/Madam,

Ref.: _____/ _____/ _____ **[INSERT PROJECT NUMBER AND TITLE OR OTHER REFERENCE]**

The United Nations Development Programme (hereinafter referred to as "UNDP"), wishes to engage your **[company/organization/institution]**, duly incorporated under the Laws of _____ **[INSERT NAME OF THE COUNTRY]** (hereinafter referred to as the "Contractor") in order to perform services in respect of _____ **[INSERT SUMMARY DESCRIPTION OF THE SERVICES]** (hereinafter referred to as the "Services"), in accordance with the following Contract:

1. Contract Documents

- 1.1 This Contract is subject to the UNDP General Conditions for Professional Services attached hereto as Annex I. The provisions of such Annex shall control the interpretation of this Contract and in no way shall be deemed to have been derogated by the contents of this letter and any other Annexes, unless otherwise expressly stated under section 4 of this letter, entitled "Special Conditions".
- 1.2 The Contractor and UNDP also agree to be bound by the provisions contained in the following documents, which shall take precedence over one another in case of conflict in the following order:
 - a) this Letter;
 - b) the Terms of Reference [ref.dated.....], attached hereto as Annex II;
 - c) the Contractor's Proposal [ref....., dated]
 - d) The UNDP Request for Proposal [ref....., dated.....]
- 1.3 All the above shall form the Contract between the Contractor and UNDP, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Contract.

2. Obligations of the Contractor

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

Name Specialization Nationality Period of service

....
....

2.3 Any changes in the above key personnel shall require prior written approval of _____ **[NAME and TITLE]**, UNDP.

2.4 The Contractor shall also provide all technical and administrative support needed in order to ensure the timely and satisfactory performance of the Services.

2.5 The Contractor shall submit to UNDP the deliverables specified hereunder according to the following schedule:

[LIST DELIVERABLES]

[INDICATE DELIVERY DATES]

e.g.

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

2.6 All reports shall be written in the English language, and shall describe in detail the services rendered under the Contract during the period of time covered in such report. All reports shall be transmitted by the Contractor by _____ **[MAIL, COURIER AND/OR FAX]** to the address specified in 9.1 below.

2.7 The Contractor represents and warrants the accuracy of any information or data provided to UNDP for the purpose of entering into this Contract, as well as the quality of the deliverables and reports foreseen under this Contract in accordance with the highest industry and professional standards.

OPTION 1 (FIXED PRICE)

3. Price and Payment

3.1 In full consideration for the complete and satisfactory performance of the Services under this Contract, UNDP shall pay the Contractor a fixed contract price of _____ **[INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS]**.

3.2 The price of this Contract is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Contractor in the performance of the Contract.

3.3 Payments effected by UNDP to the Contractor shall be deemed neither to relieve the Contractor of its obligations under this Contract nor as acceptance by UNDP of the Contractor's performance of the Services.

3.4 UNDP shall effect payments to the Contractor after acceptance by UNDP of the invoices submitted by the Contractor to the address specified in 9.1 below, upon achievement of the corresponding milestones and for the following amounts:

<u>MILESTONE</u>	<u>AMOUNT</u>	<u>TARGET DATE</u>
Upon...../../....
...../../....

Invoices shall indicate the milestones achieved and corresponding amount payable.

OPTION 2 (COST REIMBURSEMENT)

3. Price and payment

- 3.1 In full consideration for the complete and satisfactory performance of the Services under this Contract, UNDP shall pay the Contractor a price not to exceed _____ **[INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS]**.
- 3.2 The amount contained in 3.1 above is the maximum total amount of reimbursable costs under this Contract. The Breakdown of Costs in Annex _____ **[INSERT ANNEX NUMBER]** contains the maximum amounts per cost category that are reimbursable under this Contract. The Contractor shall reflect in his invoices the amount of the actual reimbursable costs incurred in the performance of the Services.
- 3.3 The Contractor shall not do any work, provide any equipment, materials and supplies, or perform any other services which may result in any costs in excess of the amount under 3.1 or of any of the amounts specified in the Breakdown of Costs for each cost category without the prior written agreement of _____ **[NAME and TITLE]**, UNDP.
- 3.4 Payments effected by UNDP to the Contractor shall be deemed neither to relieve the Contractor of its obligations under this Contract nor as acceptance by UNDP of the Contractor's performance of the Services.
- 3.5 The Contractor shall submit invoices for the work done every _____ **[INSERT PERIOD OF TIME OR MILESTONES]**.

OR

- 3.5. The Contractor shall submit an invoice for _____ **[INSERT AMOUNT AND CURRENCY OF THE ADVANCE PAYMENT IN FIGURES & WORDS]** upon signature of this Contract by both parties and invoices for the work done every _____ **[INSERT PERIOD OF TIME OR MILESTONES]**.
- 3.6 Progress and final payments shall be effected by UNDP to the Contractor after acceptance of the invoices submitted by the Contractor to the address specified in 9.1 below, together with whatever supporting documentation of the actual costs incurred is required in the Breakdown of Costs or may be required by UNDP. Such payments shall be subject to any specific conditions for reimbursement contained in the Breakdown of Costs.
4. Special conditions
- 4.1 The responsibility for the safety and security of the Contractor and its personnel and property, and of UNDP's property in the Contractor's custody, rests with the Contractor.
- 4.2 The advance payment to be made upon signature of the contract by both parties is contingent upon receipt and acceptance by UNDP of a bank guarantee for the full amount of the advance payment issued by a Bank and in a form acceptable to UNDP.
- 4.3 The amounts of the payments referred to under section 3.6 above shall be subject to a deduction of _____ **[INSERT PERCENTAGE THAT THE ADVANCE REPRESENTS OVER THE TOTAL PRICE OF THE CONTRACT]** % (... percent) of the amount accepted for payment until the cumulative amount of the deductions so effected shall equal the amount of the advance payment.

4.4 Owing to [.....], Article(s) [.....] of the General Conditions in Annex I shall be amended to read/be deleted.

5. Submission of invoices

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

.....

5.2 Invoices submitted by fax shall not be accepted by UNDP.

6. Time and manner of payment

6.1 Invoices shall be paid within thirty (30) days of the date of their acceptance by UNDP. UNDP shall make every effort to accept an invoice or so advise the Contractor of its non-acceptance within a reasonable time from receipt.

6.2 All payments shall be made by UNDP to the following Bank account of the Contractor:

_____ **[NAME OF THE BANK]**

_____ **[ACCOUNT NUMBER]**

_____ **[ADDRESS OF THE BANK]**

7. Entry into force. Time limits.

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

7.2 The Contractor shall commence the performance of the Services not later than _____ **[INSERT DATE]** and shall complete the Services within _____ **[INSERT NUMBER OF DAYS OR MONTHS]** of such commencement.

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

8. Modifications

8.1 Any modification to this Contract shall require an amendment in writing between both parties duly signed by the authorized representative of the Contractor and _____ **[NAME AND TITLE]** UNDP.

9. Notifications

For the purpose of notifications under the Contract, the addresses of UNDP and the Contractor are as follows:

For the UNDP:

Name
Designation
Address
Tel. No.

Fax. No.
Email address:

For the Contractor:

Name
Designation
Address
Tel. No.
Fax. No.
Email address:

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

Yours sincerely,

[INSERT NAME AND DESIGNATION]

For **[INSERT NAME OF THE COMPANY/ORGANIZATION]**

Agreed and Accepted:

Signature _____
Name: _____
Title: _____
Date: _____



UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES

1.0 LEGAL STATUS:

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.4.1 Name UNDP as additional insured;

8.4.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;

8.4.3 Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

8.5 The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT: Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks,

with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party, and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

13.1 The recipient ("Recipient") of such information shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser's Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

13.2.1 any other party with the Discloser's prior written consent; and,

13.2.2 the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to

know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

13.2.2.2 any entity over which the Party exercises effective managerial control; or,

13.2.2.3 for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

13.4 The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

14.4 The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract.

15.0 TERMINATION

15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.

15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that

the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

22.2 The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 SECURITY:

23.1 The Contractor shall:

- (a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the services are being provided;
- (b) Assume all risks and liabilities related to the Contractor's security, and the full implementation of the security plan.

23.2 UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this contract. Notwithstanding the foregoing, the Contractor shall remain solely responsible for the security of its personnel and for UNDP's property in its custody as set forth in paragraph 4.1 above.

24.0 AUDITS AND INVESTIGATIONS:

24.1 Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or the authorized agents of the UNDP at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract. The UNDP shall be entitled to a refund from the Contractor for any amounts shown by such audits to have been paid by the UNDP other than in accordance with the terms and conditions of the Contract. Should the audit determine that any funds paid by UNDP have not been used as per contract clauses, the company shall reimburse such funds forthwith. Where the company fails to reimburse such funds, UNDP reserves the right to seek recovery and/or to take any other action as it deems necessary.

24.2 The Contractor acknowledges and agrees that, at anytime, UNDP may conduct investigations relating to any aspect of the Contract, the obligations performed under the Contract, and the operations of the Contractor generally. The right of UNDP to conduct an investigation and the Contractor's obligation to comply with such an investigation shall not lapse upon expiration or prior termination of the Contract. The Contractor shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Contractor's obligation to make available its personnel and any documentation for such purposes and to grant to UNDP access to the Contractor's premises. The Contractor shall require its agents, including, but not limited to, the Contractor's attorneys, accountants or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UNDP hereunder.

25.0 ANTI-TERRORISM:

25.1 The Contractor agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received under this Contract are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Contract.

26.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Agreement, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change

in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Agreement signed by the Contractor and jointly by the UNDP Authorized Official.
