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Resilient nations.*

REQUEST FOR PROPOSAL

PROVISION OF EIMPA PROJECT EVALUATION UNDER LIVELIHOOD AND RESILIENCE UNIT

RFP Ref. No-UNDP/AFG/RFP/2018/0000003150

Project: EIMPA Project

Country: Afghanistan

Issued on: 22 November 2018

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Section 1. Letter of Invitation

RFP Ref: UNDP/AFG/RFP/2018/0000003150 – Provision of EIMPA Project Evaluation Under Livelihood and Resilience Unit

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 and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
 - Form A: Technical Proposal Submission Form
 - Form B: Bidder Information Form
 - Form C: Joint Venture/Consortium/Association Information Form
 - Form D: Qualification Form
 - Form E: Format of Technical Proposal
 - Form F: Financial Proposal Submission Form
 - Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in Your offer comprising of all required documents should be submitted in accordance with Section 2, through the UNDP ATLAS E-Tendering system, which can be accessed at <https://etendering.partneragencies.org>.

No hard copy or email submissions will be accepted by UNDP:

The step by step instructions for registration of bidders and quotation/proposal submission through the UNDP ATLAS E-Tendering system is available in the instructions manual for the bidders, attached with this RFP. Should you require any training on the UNDP ATLAS E-Tendering system or face with any difficulties when registering your company or submitting your bid, please send an email to the E-Tendering Help Desk at procurement.af@undp.org or call +93728999766 during office hours to request for help.

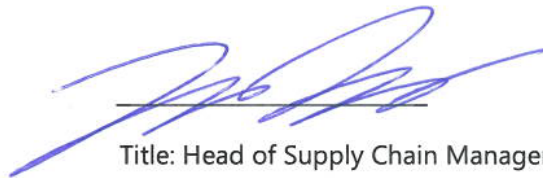
The proposers are advised to use Internet Explorer (Version 10 or above) browser to avoid any compatibility issues with the E-Tendering system.

Please refer to E-Tendering system for closing date of this RFP.

Kindly go through this invitation letter and other documents attached here to this RFP. Should you have any questions or require any clarification, please feel free to send an email to the procurement officer at procurement.af@undp.org.

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

Approved by:

A handwritten signature in blue ink, appearing to be 'M. A. Khan', is written over a horizontal line.

Title: Head of Supply Chain Management

Date: November 22, 2018

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
2. Fraud & Corruption, Gifts and Hospitality	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_and_investigation.html#anti</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf</p>
3. Eligibility	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by</p>

	<p>these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>
4. Conflict of Interests	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, 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:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by 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; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members 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 b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders 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, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
B. PREPARATION OF PROPOSALS	
5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p>

	5.2	The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP
6. Cost of Preparation of Proposal	6.1	The Bidder 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 not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.
7. Language	7.1	The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
8. Documents Comprising the Proposal	8.1	<p>The Proposal shall comprise of the following documents:</p> <ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
9. Documents Establishing the Eligibility and Qualifications of the Bidder	9.1	The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.
10. Technical Proposal Format and Content	10.1 10.2 10.3 10.4	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
11. Financial Proposals	11.1 11.2	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 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.</p>

	<p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
12. Proposal Security	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Proposal/Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> i. to sign the Contract after UNDP has issued an award; or <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <ul style="list-style-type: none"> 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 UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.
14. Joint Venture, Consortium or Association	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for 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 JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted 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</p>

	<p>behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or 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 JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> a) Those that were undertaken together by the JV, Consortium or Association; and b) Those that were undertaken by the individual entities of the JV, Consortium or Association. <p>14.6 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 JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
15. Only One Proposal	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> 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 Bidder 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 Bidder; or

	<p>f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</p>
16. Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
17. Extension of Proposal Validity Period	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders 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.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
18. Clarification of Proposal	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide 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.</p>
19. Amendment of Proposals	<p>19.1 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 Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal</p>

	<p>offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. 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.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21.Pre-Bid Conference	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>
C. SUBMISSION AND OPENING OF PROPOSALS	
22.Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial 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 SHALL clearly indicate the name of the Bidder. The outer envelopes shall:

<p>Email Submission</p>	<ul style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS. <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected. <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. c) Documents which are required to be in original form (e.g. Proposal/Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS. d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link:
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eTendering submission	http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/
23. Deadline for Submission of Proposals and Late Proposals	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
24. Withdrawal, Substitution, and Modification of Proposals	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, 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, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25. Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
D. EVALUATION OF PROPOSALS	
26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award</p>

	decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.
27.Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28.Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29.Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; They are able to comply fully with UNDP General Terms and Conditions of Contract; They do not have a consistent history of court/arbitral award decisions against the Bidder; and They have a record of timely and satisfactory performance with their clients.
30.Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to</p>

	<p>their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;">TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;">FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
<p>31. Due Diligence</p>	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; 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 Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of

	<p>previous works, as necessary;</p> <p>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</p> <p>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</p>
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and 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.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder 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.</p>
33. Responsiveness of Proposal	<p>33.1 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.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Reparable Errors and Omissions	<p>34.1 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.</p> <p>34.2 UNDP may request the Bidder 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 Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <p>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;</p> <p>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;</p>

	<p>and</p> <p>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.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35.Right to Accept, Reject, Any or All Proposals	35.1 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 Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36.Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37.Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38.Right to Vary Requirements at the Time of Award	38.1 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.
39.Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may 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 Second Ranked Bidder or call for new Proposals.
40.Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41.Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract

	effective.
42. Bank Guarantee for Advanced Payment	<p>42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default</p>
43. Liquidated Damages	<p>43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.</p>
44. Payment Provisions	<p>44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.</p>
45. Vendor Protest	<p>45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</p>
46. Other Provisions	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

Section 3. Bid Data Sheet

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

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	90 days
6	14	Proposal/bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Not Required
10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	5 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Address: United Nations Development Programme, UNDP Country Office, UNOCA Complex, Jalalabad Road, Kabul, Afghanistan E-mail address dedicated for this purpose:

			procurement.af@undp.org Note : The Subject Line of email should be: UNDP/AFG/RFP/2018/0000003150
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Uploading in the E-tendering system. Once uploaded, Prospective bidder (i.e. bidder that have accepted the bid Invitation in the system) will be notified via email that changes have occurred. It is the responsibility of the bidder to view the respective changes and clarifications in the system
14	23	Deadline for Submission	Date and Time: As specified in the E-Tendering system (note that time zone indicated in the system is New York Time zone). <u>PLEASE NOTE: -</u> 1. Date and time visible on the main screen of event (on e-tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the e-tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly in the system. 2. Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist.
14	22	Allowable Manner of Submitting Proposals	E-Tendering System
15	22	Proposal Submission Address	https://etendering.partneragencies.org <u>Business Unit: AFG10 and Event ID 0000003150</u>
16	22	Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted.

			<ul style="list-style-type: none"> ▪ Financial Proposal must be password protected and Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP through procurement.af@undp.org email account ▪ Max. File Size per transmission: <i>No Limit</i> ▪ Documents which are required in original (e.g. Proposal Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission: UNDP SCMO UNOCA Compound, Jalalabad Road, Kabul, Afghanistan
17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70%.</p>
18		Expected date for commencement of Contract	<i>To be discussed during pre-award meeting</i>
19		Maximum expected duration of contract	As per TOR Requirement
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	<p>Purchase Order and Contract for Goods and Services for UNDP</p> <p>http://procurement-notice.undp.org/view_file.cfm?doc_id=138980</p>
22	39	UNDP Contract Terms and Conditions that will apply	<p>General Terms and Conditions for Contracts</p> <p>http://procurement-notice.undp.org/view_file.cfm?doc_id=138980</p>
23		Other Information Related to the RFP	

Section 4. Evaluation Criteria

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Company Profile, which should not exceed fifteen (15) pages
- Certificate of valid Registration of the business, along with evidence of registration for the past consecutive five (05) years.
- All returnable Forms (Form A to Form G)
- Technical and Financial Proposals submitted separately with Financial Proposal being password protected pdf file.
- Details of minimum two (02) contracts in the last five (05) years for the assignment with similar nature and complexity.
- Statement of Satisfactory Performance from 2 (two) or more Clients within the past 05 (five) Years
- Proposal/Bid Validity for minimum 90 days from the bid submission deadline
- CVs of Key Personnel

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with RFP clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
Litigation History	No history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form

Previous Experience and Financial Standing	Minimum 5 years of relevant experience.	Form D: Qualification Form
	Minimum 2 similar projects within the last 5 years along with Value of the contract, Duration of assignment, Project owner name, address and contact details; Cumulative yearly contract value of such previous work should be more than or equal to USD 50,000. (For JV/Consortium/Association, the designated lead firm or lead entity in the JV/Consortium/Association must fulfil these criteria).	Form D: Qualification Form
	Statement of Satisfactory Performance from 2 (two) or more Clients within the past 05 (five) Years	
Previous Contracts	List of all previous contracts within the last 5 years period	Form D: Qualification Form
Key Personnel CVs	CVs of the following Key Personnel: <ul style="list-style-type: none"> • International Team Leader (1 CV) • National Team Expert (1 CV) 	Form D: Qualification Form

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	Total	1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Organization reputation and experience of field surveys in rural areas	50
1.2	Field experience and knowledge of the situation in the areas of field activities in Afghanistan (availability of province/regional offices in Afghanistan will be added advantage)	30
1.3	Technical capacity to carry out and supervise the field survey activities also in very unsecure areas in Afghanistan.	100
1.4	Quality assurance procedures, warranty	20
1.5	Relevance of:	
	- Specialised Knowledge on conducting evaluation and data collection for UNDP/GEF projects and/or working on biodiversity projects	50
	- Experience on similar Projects in Afghanistan	25
	- Work for UN/ major multilateral/ or bilateral programmes	25
Total Section 1		300

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	To what degree does the Proposer understand the task?	60
2.2	Have the important aspects of the task been addressed in sufficient detail?	40
2.3	Is the conceptual framework adopted appropriate for the task?	70
2.4	Is the scope of task well defined and does it correspond to the TOR?	100
2.5	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	70

2.6	Extent to which any work would be distributed within the Joint Venture organs (Joint Venture carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	60
Total Section 2		400

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?		50
3.2	Qualifications of key personnel proposed		
3.2 a	International Team Leader (1 CV required)		150
	- General Experience and Qualification	40	
	- Specific Experience relevant to the assignment	50	
	- Language Qualifications	10	
	- Knowledge of the country and region	30	
	- UNDP/GEF Project relevant experience	20	
3.2 b	National Team Expert (1 CV required)		100
	- General Experience and Qualification	30	
	- Specific Experience relevant to the assignment	40	
	- Language Qualifications	10	
	- UNDP/GEF Project relevant experience	20	
Total Section 3			300

Section 5. Terms of Reference

Provision of EIMPA Project Evaluation Under Livelihood and Resilience Unit

1. Background Information and Rationale, Project Description

1.1. UNDP Global Mission Statement:

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with national counterparts on their own solutions to global and national development challenges.

1.2. UNDP Afghanistan Mission Statement:

UNDP supports stabilization, state-building, governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations system, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. Over the years UNDP support has spanned such milestone efforts as the adoption of the Constitution; Presidential, Parliamentary and Provincial Council elections; institutional development through capacity-building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels. UNDP has played a key role in the management of the Law and Order Trust Fund, which supports the Government in developing and maintaining the national police force and in efforts to stabilize the internal security environment.

1.3. UNDP Livelihoods and Resilience Unit:

The UNDP Livelihoods and Resilience Unit supports the Government of the Islamic Republic of Afghanistan to create livelihood opportunities and reduce poverty, especially among the most vulnerable groups. It works with businesses to create jobs and economic growth, and with the government to build infrastructure, link rural areas to markets and develop new forms of employment, including in the sustainable mining sector. Since most people depend on the land for an income, the Unit's work on livelihoods is closely linked with efforts to protect the environment, bring sustainable energy to rural areas, and prepare for natural disasters. The Unit works closely with the Global Environment Facility (GEF) that finances environment projects focusing on climate change induced risks, climate change adaptation, and biodiversity.

2. Projects Description – Context:

As part of the UNDP programming standards and principles, the projects need to complete an independent mid-term and final evaluation in order to focus on expected and achieved accomplishments, critically examining the presumed causal chains, processes and attainments of results as well as the contextual factors that may enhance or impede the achievements of

results. Each project should have at least two evaluations during project lifetime i.e. a mid-term evaluation and a terminal evaluation.

Currently, UNDP CO in Afghanistan plans to conduct the terminal evaluation for “Establishing Integrated models of protected areas in Afghanistan (EIMPA)”. Usually, UNDP would hire individual independent consultants to conduct the evaluations. However, since both projects work in remote and inaccessible locations for UNDP, UNDP plans to hire a firm with two different evaluation team for each project through this RFP.

The information about both projects is provided below:

2.1. Establishing Integrated Models of Protected Areas System in Afghanistan (EIMPA)

The project with financing from the GEF has been designed to strengthen the Protected Area (PA) system by creating a legally and institutionally empowered PA authority, gazetting three new protected areas (total 1,098,190 ha), operationalizing management at four PA sites, and developing replicable sustainable livelihood and rangeland management solutions. The project will support the National Protected Area System Plan by making a major contribution towards achievement of its long-term objective, taking critical first steps in this regard and building strong foundations for the future. The project has three outcomes that directly address barriers to sustainable ecosystem management:

- a) A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country;
- b) Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience, and;
- c) Management effectiveness is enhanced within existing and new Protected Areas and climate resilient SLM applied to reduce threats in and around PAs.

Project expected results include the creation of a centralized parks and wildlife agency, increasing the protected area system by a further 1,098,190 hectares by facilitating the creation of the Big Pamir and Teggermansu Wildlife Reserves and the Wakhan Conservation Area, and building successful and replicable PA and SLM co-management models.

PROJECT SUMMARY TABLE

Project Title:	Establishing integrated models for protected areas and their co-management in Afghanistan
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GEF Project ID:	PIMS5038		<u>at endorsement</u> <u>(Million US\$)</u>	<u>at completion</u> <u>(Million US\$)</u>
UNDP Project ID:	00088001	GEF financing:	6,441,819	6,441,819
Country:	Afghanistan	IA/EA own:	1,000,000	1,000,000
Region:	Asia	Government:		
Focal Area:	MFA Biodiversity and Land Degradation	Other:	52,300,000	52,300,000
FA Objectives, (OP/SP):		Total co-financing:	53,300,000	53,300,000
Executing Agency:	UNDP	Total Project Cost:	59,741,819	59,741,819
Other Partners involved:	Wildlife Conservation Society, National Environmental Protection Agency, Ministry of Agriculture, Irrigation and Livestock	ProDoc Signature (date project began):		27 April 2014
		(Operational) Closing Date:	Proposed:	Actual:

3. Specific Objectives

UNDP is looking to procure services of a firm for conducting the Terminal Evaluation (TE) of EIMPA project. The TE for EIMPA project will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The objectives of the both evaluations are to:

- Assist the recipient Government, beneficiaries, UNDP and, as appropriate, the concerned partners and stakeholders, to improve the efficiency, effectiveness, relevance, sustainability and impact of the project;
- Provide feedback to all parties to improve the policy, planning, appraisal and implementation phases; and
- Ensure accountability for results to the project's financial backers, stakeholders and beneficiaries.

4. Evaluation Scope

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized GEF financed projects that are implemented by UNDP are required to undergo a terminal evaluation upon completion of implementation.

The TE will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to help achieve its intended results. The TE will also review the project's strategy, its risks to sustainability and make recommendations on how to improve in future. Since both project target areas (Wakhan, Badakhshan and Band-e-Amir, Bamyan) are in-accessible and located in remote areas, the MTR is being assigned to an independent evaluation firm.

The EIMPA projects works in Band-e-Amir National Park in Bamyan province and the Wakhan district of Badakhshan. The evaluation team is expected to visit both target locations.

5. Approach and Methodology

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Afghanistan, including the following project sites Wakhan, Badakhshan and Bamyan. Interviews will be held with the following organizations and individuals at a minimum: United Nations Development Programme (UNDP), Wildlife Conservation Society (WCS), National Environmental Protection Agency (NEPA) and Ministry of Agriculture, Irrigation and Livestock (MAIL).

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

5.1. Evaluation Criteria & Ratings

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

5.1.1. Project finance / Co-finance

The TE will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)	Government (mill. US\$)	Partner Agency (mill. US\$)	Total (mill. US\$)
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	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants	\$3,000,000	\$1,000,000	\$29,000,000	\$11,000,000	\$15,360,800	\$360,800	\$47,360,800	\$12,360,800
Loans/Concessions								
• In-kind support			\$6,000,000	\$6,000,000			\$6,000,000	\$6,000,000
• Other								
Totals	\$3,000,000	\$1,000,000	\$35,000,000	\$17,000,000	\$15,360,800	\$360,800	\$53,360,800	\$18,360,800

5.1.2. Mainstreaming

GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

5.1.3. Impact

The firm and evaluation team will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

5.1.4. Conclusions, recommendations & lessons

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

6. Deliverables and Schedules/Expected Outputs

The following four key deliverables are expected from this assignment:

Deliverable	Content	Timing	Responsibilities
Submission and Acceptance of Inception Report (20%)	Evaluator provides clarifications on timing and method	No later than 4 weeks after the contract signature.	Evaluator submits to UNDP CO

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

Submission and Acceptance of Initial Findings (20%)	Initial Findings presented on the last day of the Missions to target areas	End of Evaluation mission (10 weeks after the contract signature).	To project management, UNDP CO
Submission and Acceptance of Draft Final Report (20%)	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the evaluation missions (13 weeks after the contract signature)	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Submission and Acceptance of Final Report * (40%)	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report	Within 5 weeks of evaluation mission (18 weeks after the contract signature)	Sent to CO for uploading to UNDP ERC.

*EIMPA: When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

7. Key Performance Indicators and Service Level

- **The Inception Report:** The firm will provide inception reports separately; (20%)
- **The Submission and Acceptance of initial findings:** A debriefing presentation at the end of the mission; (20%);
- **The Final Draft Report:** The firm will provide draft final report soon after the mission takes place; (20%);
- **The final report:** The firm will provide final report after finalization of feedback from stakeholders (40%).

8. Governance and Accountability

UNDP's responsibility: The firm and evaluation team will be supervised by the relevant Programme Officer and Program Unit head as required. The program unit will assess the quality and performance of the firm and evaluation team. **UNDP and projects will not provide facilities such as office space, transport, computers, stationery, communications equipment, etc.**

The Programme Officer will be responsible for reviewing and addressing firm and evaluation team' requests for information and support on a timely basis. The Programme Officer, Project Manager in collaboration with the Monitoring and Evaluation Specialist will be available to provide guidance to the firm during their work and for in-depth review sessions. UNDP will facilitate initial contact with implementing partners including contact address, physical location address and names of focal points. The project will also provide key documents that include Annual Progress Reports (APRs), Quarterly

Progress Reports (QPRs), Monthly Progress Reports and M&E documents that include the M&E Strategy, Results and Resources Framework and M&E Operating Manual for the Project.

The Firm and Evaluation Team's responsibility: The firm and evaluation team shall designate a focal point (Team Leader for communication related to submission of all reports. The designated focal point shall be responsible for communication with UNDP regarding submission of draft reports, receipt and incorporation of comments/suggestions from UNDP, and submission of final version of the reports. The designated firm focal point shall also be responsible to coordinate with UNDP regarding the organization of review meetings for the reports. The focal point will ensure that the contract is performed in an efficient and effective manner in accordance with the Terms of Reference. The firm and evaluation team will need to provide in the proposal a description and cost estimate for all the facilities required to perform the services.

9. Facilities to be provided by UNDP

The firm will ensure they have regional and district level access, to ensure coverage of all relevant project supported provinces, District Development Assemblies (DDAs) and Community Development Councils (CDCs). The firm and evaluation team will conduct meetings with the relevant Project Manager, Monitoring and Evaluation Specialist and UNDP relevant Unit staff (where necessary) in Kabul at the start of to address issues of concern and provide actionable recommendations for solutions, including resolution of issues identified by the firm and evaluation team.

The firm will have sole responsibility for all logistical, administrative and maintenance support necessary to its personnel for the duration of the contract with no responsibility on the part of UNDP. This shall include the following:

- The welfare of its staff including payment of salaries, medical insurance, medical and casualty evacuation in the event of a security breakdown.
- Arrangements for logistics across all aspects of the assignment including in-country transportation for its operations, accommodation and any visa requirements.
- Security for all its personnel and assets. Neither the UNDP nor its national partners shall provide security facilities or be liable for any individual and material damage.
- Ensure adequate communication with UNDP.

Overall, the firm will be entrusted with the duty of care of all its personnel in Afghanistan.

Depending on the scope of monitoring activities, the firm may need to liaise with the relevant Project Manager, Component Leads and M&E Specialist and in project locations may liaise with technical specialist embedded in the provinces/ districts; Provincial Governor's Offices; DDAs; CDCs as necessary. In certain instances, the firm and evaluation team could liaise with collaborating partners such as MAIL projects, USAID relevant projects, and FAO relevant projects. In addition, the firm and evaluation team

could also liaise with respective local citizens who would have benefited from services provided with support from relevant.

10. Expected duration of the contract/assignment

The total duration of the assignment will be a total of 18 weeks from signing of the contract. The tentative assignment for both tasks is as follows:

TIMEFRAME	ACTIVITY
4 th week after signing the Contract	Document review and preparing TE Inception Report within 5 weeks of start of assignment Telephone Interviews with key project stakeholders Teleconference call with Project Manager, and UNDP Regional Technical Advisor on Ecosystem & Biodiversity (Bangkok Regional Hub)
End of 12 th Week	Mission to Afghanistan to conduct meetings and interviews with Project stakeholders including governmental and non-governmental organizations and communities at national-level in Kabul and at project target areas in Wakhan and Bamyan.
End of 13 th Week	Analyzed the data and present Draft MTR submitted to UNDP Afghanistan, Project Manager and UNDP Bangkok Regional Hub
End of 15 th Week	Detailed comment to the draft TE report sent to the TE Team by Governmental representatives, UNDP, Project Manager, and UNDP Bangkok Regional Hub. Conference Call on the Draft TE with the TE Team and UNDP
End of 18 th Week	Incorporating audit trail from feedback on draft report Finalization of TE report following all revised comments

11. Duty Station

The EIMPA project works in three provinces: Kabul, Wakhan in Badakhshan and Band-e-Amir in Bamyan. The consultant will be guided by the reporting requirements of this assignment. Options for site visits to Badakhshan and Bamyan should be provided in the Inception Report, following discussions with UNDP Afghanistan and the Project Manager.

The firm and evaluation team is expected to be in Afghanistan for a period of three weeks (15 working days) on a single visit and the remainder of the time will be home-based for desk review, report writing and editing of the final Terminal Evaluation report.

12. Professional Qualifications of the Successful Contractor and its key personnel

Qualifications of the Successful Service Provider at Various Levels

- A successful proposer must have minimum 5 years of previous experience in the field of evaluation and biodiversity; working experience in Afghanistan is an added advantage;
 - Please provide a narrative of your organization's history and describe previous experience along with organization's location, length of time in business, experience with evaluations;

- Submit a valid business registration document of the company along with previous registration document which dates back to 5 years or older;
- Provide copies of your previous contracts including the scope of work for at least TWO similar projects within the last 5 years along with Value of the contract, Duration of assignment, Project owner name, address and contact details; Cumulative yearly contract value of such previous work should be more than or equal to USD 100,000.
- A successful proposer shall provide technical proposal ensuring that they understand and meet the technical requirements of the assignment, able to conduct the works within the stipulated deadline, according to required quality;
- A successful bidder shall provide CVs of their key personnel who meet the minimum qualification and experience requirement;

The proposers need to propose two different evaluation team for each specific evaluation.

The evaluation team will be composed of *(1 international and 1 national evaluators)*. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. *(If the team has more than 1 evaluator, one will be designated as the team leader and will be responsible for finalizing the report)*. The evaluators selected should not have participated in the project preparation and/or implementation; should not have conflict of interest with project related activities; and preferably have not undertaken the Mid-term review of the project process.

Position	General Qualifications and Experience
Key Professional Staff	
International Team Leader	<p><u>Academic Qualifications:</u></p> <p>Master's degree in in fields related to environment, natural resources, or other closely related field from an accredited college or university.</p> <p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 7 years of relevant experience • Recent experience with result-based management evaluation methodologies • Experience in undertaking evaluations for UNDP or for GEF • Experience working in Asian Countries (incl. Afghanistan) in the area of biodiversity and natural resource management including protected areas will be desirable; • Work experience related specifically to mobilizing investment for Biodiversity and Natural Resource Management projects • Excellent communication and analytical skills; <p><u>Language:</u></p>

Position	General Qualifications and Experience
	<ul style="list-style-type: none"> Excellent written and oral English skills a necessary requirement
National Team Expert	<p><u>Academic Qualifications:</u> Bachelor's degree in fields related to Environment, Natural resources, or other closely related field from an accredited college or university.</p> <p><u>Experience:</u></p> <ul style="list-style-type: none"> Minimum 5 years of relevant experience Recent experience with result-based management evaluation methodologies Experience in undertaking evaluations for UNDP or for GEF Experience working in the area of Biodiversity and Natural Resource Management) Work experience related specifically to mobilizing investment for Biodiversity and Natural Resource Management projects Excellent communication and analytical skills; <p><u>Language:</u> Excellent written and oral English skills a necessary requirement</p>

13. Price and Schedule of Payments

The contractor shall submit a price proposal as below:

1. Daily Fee – The contractor shall propose a daily fee for each team member which should be inclusive of professional fees, local communication costs and insurance (inclusive of medical evacuation) and the number of working days for each team member.
2. Travel and Visa – The contractor shall propose an estimated lump sum for home-Kabul-home travel and Afghanistan visa expenses for international team members.

The total contract price, inclusive of the above elements, shall be converted into a lump sum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the above-mentioned schedule of payment.

14. Evaluator Ethics

The Evaluation/Study/Survey will follow UNDP and UN Evaluation Group (UNEG) guidelines on the ethical participation of beneficiaries and children. In addition, all participants in the study will be fully informed about the nature and purpose of the research and their requested involvement. Only participants who have given their written or verbal consent (documented) will be included in the research. Specific mechanisms for feeding back results of the evaluation to stakeholders will be included

in the elaborated methodology. All the documents, including data collection, entry and analysis tools, and all the data developed or collected for this study/consultancy are the intellectual property of UNDP and relevant partners. The Evaluation/Study/Survey team members may not publish or disseminate the Evaluation/Study/Survey Report, data collection tools, collected data or any other documents produced from this consultancy without the express permission of and acknowledgement of UNDP.

15. Additional References or Resources

- EIMPA Project Document.

Annex 1: Project Logical Framework³

Objective/Outcome	Indicators	Baseline	End of projects Target	Info Source	Risks/assumptions
Objective –To Establish a national system of PAs to conserve biodiversity & mitigate land degradation pressures on habitats in key biodiversity areas, initially centred in Bamyan and Wakhan.	Increase in institutional capacity of following agencies as measured by CD scorecard for MAIL/NEPA, BACC, and WPA	<ul style="list-style-type: none"> MAIL/NEPA: 42% BACC: 24% WPA: 24% 	<ul style="list-style-type: none"> MAIL/NEPA: 55% BACC: 35% WPA: 35% 	Laws, regs, mgt plan, capacity & fin sustainability scorecards	Risks: Increased insecurity and fighting, political crisis Assumption: the security situation will remain as it is or slightly degrade but not in the pilot project areas. Elections will be relatively uneventful and not cause a major political crisis.
	Coverage of managed PA estate	60,616 ha	1,155,682 ha	Government decrees, mgt plans	
	Area of rangeland effectively co-managed.	60,616 ha	1,169,647 ha	M&E reps, METT scores, LD scorecard	
Outcome 1. National PA system is established with legal, planning, policy and institutional frameworks for expansion and management	Number of laws/regs relating to PAs approved	0	2*	Government Journals	Risk: Political gridlock delays decisions on laws and regulations. Assumption: continued support of government and absence of major conflict escalation
	No. of strategy/Ops plans developed and implemented by MAIL/NEPA.	0	1	NRM Strategy Document	
	PA system revenue	9.62%	30%	UNDP Financial Sustainability Scorecard – final evaluation	

³ PRF has been revised in 2017 after the MTR

Objective/Outcome	Indicators	Baseline	End of projects Target	Info Source	Risks/assumptions
Outcome 2 Protected area coverage and management effectiveness is improved to increase biodiversity representativeness and ecological resilience	Co-management legislation adopted	0	1	Government regulations, official records	Risks: Conflicts with mining, warlords, decreasing security situation in areas, political crisis following elections could lead to inability to access pilot areas. Assumptions: continued status quo and collaboration with key partners including NEPA, MAIL, BACA and WPA Assumption: the PA regulation is passed by government and the BANP management plan revenue allocation is implemented.
	Rangeland habitat condition within PA core zones	BANP: Erosion: 94% moderate to high Intensive Grazing; 70% Shrub Harvesting Impact: 53% WNP: Erosion: 72% moderate to high Intensive Grazing; 88% Shrub Harvesting Impact: 25%	No statistically significant deterioration from the baseline	Rangeland assessment 2006-8	
	Number of PA management plans being implemented	1	4	Mgt plans + PAC mins	
	Number & coverage (ha) of PAs BANP	1 PA 60,616	4 PAs 60,616	Official government records	

Objective/Outcome	Indicators	Baseline	End of projects Target	Info Source	Risks/assumptions
	BPWR	0	57,664		
	TWR	0	24,851		
	WNP	0	1,095,066		
	Total	60,616	1,155,682		
	PA mgt effectiveness (METT) score for::				
	Band-e-Amir	60.6%	70%	METT Scorecards	
	Wakhan	53.8%	70%		
	Extent of new hillside farming in Lalmi and Control (Non-Lalmi) indicator areas of BANP	2,091 Hectares	No increase	Satellite image interpretation/surveys	
	Designation of a new PA connecting BANP to Bamyan Plateau	1) Strategy document prepared for establishing Bamyan Plateau as a new PA 2) Community INRM institution established [which shall include rangers' team, capacity building, etc.]	1) Document prepared; 2) Community INRM institution	Existence of Document; Presence of Rangers; Statue and registration documents of Institution METT Scorecard	

Objective/Outcome	Indicators	Baseline	End of projects Target	Info Source	Risks/assumptions
		3) METT baseline for Bamyan Plateau (if applicable).	3) METT Target		
Outcome 3: Conservation in the targeted PAs enhanced to reduce threats to key species and improve climate resilient livelihoods of the community.	Status of SL monitoring (based on NSLEP)	Basic prog	Comp prog	Annual M&E reports	Risks: deterioration of security in pilot areas, lack of local technical capacity, lack of engagement by communities, climate change impacts Assumption: current collaborative relationships with communities are maintained, initial successes increase community and individual interest.
	Number of MPS in Big Pamir	340 (+/- 122)	340 (+/- 122)	Annual Surveys, M&E system	
	No. of hectares under SLM	0	1,169,647	Mgt Plan, Annual PA reports	
	Plant cover in target areas	1) BANP: mean vegetation cover = 20% (5-32%). 2) WNP: mean vegetation cover = 29% (2%-100%).	No Change	Sample plots/surveys/remote sensing	
	Community Socio-Economic well-being indices in BANP and WNP	Baseline well-being indices established. 41.27% 60.88%	15% increase from the baseline	Determined by Basic Necessity Survey (BNS)	

Objective/Outcome	Indicators	Baseline	End of projects Target	Info Source	Risks/assumptions
	Female participation in SLM and PA management committees.	WPA: 12.5% BACC: 0%	>20%	Minutes from committee meetings	
	Proportion of PA tourism revenue returned to communities rather than retained by govt.	0%	30%	CMA, BAPAC, and WPA records	

* Legislation required incl: penalty regs, APWA leg, revised Tarzulamal, revenue sharing regulations.

Annex 2: List of Documents to be reviewed by the evaluators

The evaluation will review following documents:

1. Project Implementation Review (PIR)-to GEF
 - I. 2016
 - i. 5038-Biodiversity-2016 PIR Report
 - II. 2017
 - i. 5038-Biodiversity-2017 PIR Report
2. Project Progress reports-to UNDP
 - I. 2014
 - i. Annual Report for Y2014-Establishing Integrated Models for Protected areas and their Co-management in Afghanistan
 - II. 2015
 - i. Annual Report for Y2015-Establishing Integrated Models for Protected areas and their Co-management in Afghanistan
 - ii. Q1Y15 Progress Report
 - III. 2016
 - i. Annual Report for Y2016-Establishing Integrated Models for Protected areas and their Co-management in Afghanistan
 - IV. 2017
 - i. Q1Y17 Progress Report
 - ii. Q2Y17 Progress Report
3. Annual workplans
 - I. Annual Work Plan 2016
 - II. Annual Work Plan_2017_Approved
 - III. Final WCS AWP 2015
4. Audit reports
 - IV. Auditor Report for year 2015
 - V. Auditor Report year 2016
5. PSC minutes
 - VI. BDL D PSC meeting minutes 04Dec16
 - VII. BDL D PSC Meeting minutes 16Dec15
6. Ecological studies and baselines:
 - I. Bamyan:
 - i. Bamyan Willife and Camera traps
 - ii. BANP Tourism
 - a. Tourist demographic survey report in BANP-2016
 - b. Tourist demography database_2015
 - c. 1395 سال ی توریستها مجموع
 - iii. BANP-Lalmi
 - a. Dry land farming (lalmi) in BANP-2016
 - b. Dry land farming (lalmi) in BANP-Dari-2017
 - iv. BNS for BANP
 - a. Band-e-Amir_BNS Database
 - b. BNS Raw Data
 - c. BNS_Bam_WellBeingIndex_Analysis_Stephane_27Nov15
 - d. Pasroya_BNS Database_Outside

- v. Livestock-Ailoqs in BANP
 - a. Livestock & ailoq surveys in BANP-2016
 - b. Raw data of livestock & ailaq report
 - vi. Rangeland Study
 - a. Band_e_Amir_Report_highres
 - b. Band_e_Amir_Report_lowres
 - c. Protocol_satellite_data_usage_oct_2016
 - d. Zandler_june_approach_outline
 - e. Zandler_preliminary_short_report_sept_2016
- II. Wakhan:
 - i. Glacier monitoring data
 - a. Glaciers_2016
 - b. Glaciers_2016
 - ii. Livestock Monitoring
 - a. Autumn Livestock Survey report-2015
 - b. Autumn Livestock Survey report-2016-2017
 - c. FMD Vaccination
 - d. livestock census in BP-2015
 - e. Livestock census_Big Pamir-2015
 - f. Livestock_summer_grazing
 - g. Livestock_winter_grazing
 - h. Mapping livestock grazing in WNP-2016
 - i. Spring Livestock Survey 2016-2017
 - j. Spring Livestock Survey-2015
 - k. Wakhan Livestock Predation Survey-2016
 - l. Wakhi Livestock Death and Predation -2016
 - iii. Rangeland Studies
 - a. chinese_short_report_sept_2016
 - b. no_title_chinese_short_report_sept_2016
 - c. Protocol_satellite_data_usage_oct_2016
 - d. Wakhan_Report_highres-2016
 - e. Wakhan_Report_lowres-2016
 - f. Wakhan_report-2016
 - g. Zandler_june_approach-2016
 - iv. Snow Leopard monitoring
 - a. Identification of individual snow leopards-2015
 - b. SL modelling brief report
 - c. SL_Habitat_Modelling_presentation
 - d. Snow Leopard collaring data
 - v. Wild Ungulate Monitoring
 - a. Initial data_Wild Ungulate Survey in Wakhan, 2015
 - b. MPS SURVEY DATA-2015
 - c. MPS Survey in Wakhan-2015
 - d. PPt_Wild Ungulate Survey in Wakhan-2015
 - e. Wild Ungulate Group Size-2015
 - vi. WNP Tourism
 - a. Tourism Data-2016

7. Products and Publications

- I. 2014
 - i. BPWR Management Plan
- II. 2014
 - i. Afghanistan Woment Rangers
 - ii. Autumn Livestock Survey report_Ali_Final
 - iii. BANP - Operational Plan - 2015
 - iv. BPWR and TWR - Operational Plans - 2015
 - v. International Snow Leopard Day in Afghanistan-2016
 - vi. Livestock_Count_BP_autumn_2015
 - vii. MPS Survey in Wakhan-Final
 - viii. Nation Input Document (NID) for Snow Leopard Conservation in Afghanistan (Bishkek) 1st Dec. 2015
 - ix. Persian leopard camera-trapping in Bamyán Plateau-2015
 - x. Prot.Wild.Spp.Afgh Booklet
 - xi. Public Awareness Materials
 - xii. Ranger Manual
 - xiii. Report on TV and radion round table
 - xiv. Report_Ulamas_Train
 - xv. SL Habitat Modelling
 - xvi. SL modelling final raddendum
 - xvii. Snow Leopard_camera trap work
 - xviii. Spring Livestock Survey-2015
 - xix. Summary results from the Bamyán Plateau aerial reconnaissance survey
 - xx. Tourist demographic survey report in BANP during 2015_Final_01.06.16
 - xxi. Ungulate group size-Ostrowski&Strindberg (2015)
 - xxii. WCS M&E manual
 - xxiii. WCS M&E Presentation
 - xxiv. wcs-af_m&e-manual_25jan2015
 - xxv. Wild Ungulate Survey in Wakhan-2015
 - xxvi. Women tailor training-2015
- III. 2016
 - i. 1-2016-002
 - ii. Ag-Fair Report 2016_TEO
 - iii. Autumn Livestock Survey report_2016_3 April 2017
 - iv. BANP Operational Plan 2016
 - v. Dry land farming (Ialmi) in BANP_English_Final
 - vi. EEP Bamyán-DARI- 2016
 - vii. Joint patrol in BANP-DARI
 - viii. Livestock & ailoq surveys in BANP_English_Final
 - ix. Livestock & ailoq surveys in BANP-2016
 - x. Persian leopard CT in Bamyán Plateau-2016
 - xi. Ranger training 2016 BANP&NP_final_English
 - xii. Ranger Training Report-Bamyán 2016
 - xiii. Report on Ailaqs settlements of BANP-2016
 - xiv. Report on EEP in Wakhan-2016
 - xv. Spring Livestock Survey 2016_FINAL_Feb2017
 - xvi. Summary report on WNP BNS-2016
 - xvii. Tracking a Collared Snow Leopard in the Afghan Pamirs-2016

- xviii. Training materials on environmental, NRM, protected areas and wildlife conservation
- xix. Wakhan Livestock Predation Survey-2016
- xx. Watershed (tree planting) in WNP-2015
- IV. 2017
 - i. Children Story Book
 - ii. Livestock counts in Big Pamir of Wakhan
 - iii. Onehealth Global Report Wakhan
 - iv. Police and Customs Train Report-2017

Annex 3: Evaluation Questions

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
Project Design			
Are the assumptions identified in the ProDoc relevant and comprehensive?	<ul style="list-style-type: none"> • Validity of assumptions in ProDoc • Completeness/gaps in assumptions in ProDoc 	<ul style="list-style-type: none"> • ProDoc • Progress reports/PIRs • NEPA staff • MAIL staff • WCS staff 	<ul style="list-style-type: none"> • Document review • Interviews
Is the project building on and enhancing results and lessons from other, especially earlier projects supporting PA establishment?	<ul style="list-style-type: none"> • Continuity in support provided for for PA establishment • Continuation and refinement approaches initiated under earlier projects. 	<ul style="list-style-type: none"> • ProDoc • Progress reports/PIRs • NEPA staff • MAIL staff • WCS staff • UNDP staff • Communities 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits
Is the project concept in line with the national priorities for biodiversity conservation and development?	<ul style="list-style-type: none"> • Alignment with NEPA, MAIL, and GoIRA strategies and policies • Progress in/feasibility of policy and institutional reforms vis-à-vis project design 	<ul style="list-style-type: none"> • NEPA, MAIL, GoIRA strategies (e.g. NPPs) • ProDoc • NEPA staff • MAIL staff • UNDP staff 	<ul style="list-style-type: none"> • Document review • Interviews
Were the perspectives of stakeholders and decision-makers taken adequately into account in the project design?	<ul style="list-style-type: none"> • Stakeholders were consulted during design and work plan development • Stakeholders find that the project responds to their priorities and views 	<ul style="list-style-type: none"> • ProDoc • Progress Reports/PIRs • NEPA staff (HQ and local) • MAIL staff (HQ and local) • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
Is gender (including women's vulnerability) adequately mainstreamed and addressed in the project design?	<ul style="list-style-type: none"> Plans for addressing gender issues and inclusion of women included in ProDoc Gender disaggregated indicators and baseline data 	<ul style="list-style-type: none"> ProDoc Progress Reports/PIRs NEPA staff (HQ and local) MAIL staff (HQ and local) WCS staff Community organizations Community members 	<ul style="list-style-type: none"> Document review Interviews Guidance in Annex 9 of <i>Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects</i>
Is the project design taking the future impacts of climate change into consideration?	<ul style="list-style-type: none"> Climate risks have been identified and taken into consideration in the planning of project activities 	<ul style="list-style-type: none"> Progress reports/PIRs WCS staff Community members 	<ul style="list-style-type: none"> Document review Interviews Field visits
Is the rationale/theory of change (ToC) consistent and are the project outputs and activities sufficient and comprehensive vis-à-vis the intended outcomes?	<ul style="list-style-type: none"> Major gaps in activities design vis-à-vis intended results Areas of limited progress 	<ul style="list-style-type: none"> ProDoc Progress Reports/PIRs NEPA staff (HQ and local) MAIL staff (HQ and local) WCS staff Community organizations Community members 	<ul style="list-style-type: none"> Document review Interviews Field visits
Results Framework/Logframe			
Are the project indicators and targets SMART (Specific, Measurable, Attainable, Relevant, Time-bound) and adequately capturing results (outcomes, impacts)?	Outcome and impact indicators are in place and monitored	<ul style="list-style-type: none"> ProDoc Progress reports/PIRs Monitoring/indicator tracking tools WCS staff 	<ul style="list-style-type: none"> Document review Interviews Field visits
Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?	<ul style="list-style-type: none"> Changes were made to the logframe during implementation to address shortcomings Level of progress on delivery of outcomes and objectives 	<ul style="list-style-type: none"> ProDoc Progress reports/PIRs Products and publications NEPA staff (HQ and local) MAIL staff (HQ and local) WCS staff UNDP staff 	<ul style="list-style-type: none"> Document review Interviews Field visits

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
		<ul style="list-style-type: none"> Community organizations Community members 	
Are there any benefits of the project, which are not reflected in the logframe or captured by the indicators and in the progress reporting?	Presence of unexpected positive outcomes and impacts	<ul style="list-style-type: none"> Progress reports/PIRs NEPA staff (HQ and local) MAIL staff (HQ and local) WCS staff UNDP staff Community organizations Community members 	<ul style="list-style-type: none"> Document review Interviews Field visits
Is the project monitoring adequately capturing gender aspects (including vulnerability) and the effect on women?	Availability of gender disaggregated data for indicators and baseline	<ul style="list-style-type: none"> ProDoc Progress Reports/PIRs Monitoring/indicator tracking tools WCS staff 	<ul style="list-style-type: none"> Document review Interviews
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Progress Towards Outcomes Analysis			
What has been the progress against the outcome and objective indicators (in the logframe)?	Indicator achievement versus milestones and targets (mid-term and completion)	<ul style="list-style-type: none"> ProDoc Progress Reports/PIRs Monitoring/indicator tracking tools 	<ul style="list-style-type: none"> Document review Use the <i>Progress Towards Results Matrix</i> and follow the <i>Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects</i>
What is the current status compared to the baseline scenario?	Current status compared to baseline	<ul style="list-style-type: none"> GEF tracking tool at baseline and mid-term 	<ul style="list-style-type: none"> Document review
Has the project changed patterns of human-wildlife conflict (positively and negatively)?	<ul style="list-style-type: none"> Project interventions have improved the protection of livestock from predation The hunting ban has not led to increased predation on livestock 	<ul style="list-style-type: none"> Progress reports/PIRs WCS staff Community members 	<ul style="list-style-type: none"> Document review Interviews Field visits

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
How has the project impacted on vulnerability and human security (positive and negative impacts)?	<ul style="list-style-type: none"> • Economic security: Employment and income opportunities created or lost • Food (and economic) security: Livestock and agricultural productivity increased/decreased • Environmental security: <ul style="list-style-type: none"> ○ Environmental degradation reduced ○ Vulnerability to natural disasters reduced ○ Enhanced resilience to the impacts of climate change • Community security: <ul style="list-style-type: none"> ○ The project has engaged women and contributed to reducing their vulnerability ○ The project addressed community-level conflicts 	<ul style="list-style-type: none"> • Progress reports/PIRs • MAIL staff (local) • WCS staff • Community members 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits
What are the main barriers affecting the ability to achieving the intended results (outcomes and impacts)?	Stakeholders can identify major obstacles that hamper the delivery of results that are significantly below target	<ul style="list-style-type: none"> • Progress reports/PIRs • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits
What are the main successes and achievements of the project, and how can they be expanded?	<ul style="list-style-type: none"> • Outcomes and results, which are at or above targets • Stakeholders can identify important results which are not reflected in the logframe 	<ul style="list-style-type: none"> • Progress reports/PIRs • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
	<ul style="list-style-type: none"> Stakeholders can identify the main enablers for the results that have been significantly achieved 	<ul style="list-style-type: none"> Community members 	
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
Management Arrangements			
How effective and efficient has project management and execution by WCS, NEPA and MAIL been?	<ul style="list-style-type: none"> Changes been made and their effectiveness Clarity of responsibilities and reporting lines Transparency and timeliness of decision-making 	<ul style="list-style-type: none"> Progress reports/PIRs PSC meeting minutes WCS staff NEPA staff MAIL staff UNDP staff 	<ul style="list-style-type: none"> Document review Interviews
How effective has UNDP been at providing support and guidance to WCS, NEPA and MAIL?	<ul style="list-style-type: none"> Clarity of the guidance provided Responsiveness to requests 	<ul style="list-style-type: none"> WCS staff NEPA staff MAIL staff UNDP staff 	<ul style="list-style-type: none"> Interviews
Is the cooperation with WCS enabling UNDP to reach insecure areas in Afghanistan?	<ul style="list-style-type: none"> WCS is operating in areas, which UNDP cannot operate in directly 	<ul style="list-style-type: none"> WCS staff UNDP staff 	<ul style="list-style-type: none"> Interviews
Are UNDP rules and regulations conducive for project implementation?	<ul style="list-style-type: none"> UNDP rules and regulations have enabled WCS to implement the project in a flexible manner, responding to emerging needs and changes in the context UNDP rules and regulations have not created significant barriers to implementation 	<ul style="list-style-type: none"> WCS staff UNDP staff 	<ul style="list-style-type: none"> Interviews
Work Planning			
Has implementation been timely?	<ul style="list-style-type: none"> Occurrence of delays in start-up and implementation Justification/reason for delays Activity implementation status vs milestones and plans 	<ul style="list-style-type: none"> ProDoc Work plans and budgets Progress reports/PIRs WCS staff 	<ul style="list-style-type: none"> Document review Interviews

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
Are work-planning processes results-based?	Work plans contain clear milestones vis-à-vis outcomes	Work plans and budgets	<ul style="list-style-type: none"> Document review
Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.	<ul style="list-style-type: none"> The logframe has been reviewed Alignment between logframe and work plans 	<ul style="list-style-type: none"> ProDoc Work plans and budgets WCS staff 	<ul style="list-style-type: none"> Document review Interviews
Finance and Co-finance			
Are the activities implemented in a cost-effective manner?	<ul style="list-style-type: none"> Use of implementing partners and stakeholder's own resources and capacities Costs of a sample of expenses Appropriateness of changes to fund allocations and budget revisions 	<ul style="list-style-type: none"> Financial statements Work plans and budgets Audit reports Progress reports/PIRs WCS staff 	<ul style="list-style-type: none"> Document review Interviews
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?	<ul style="list-style-type: none"> Audit findings on the financial management and expenditures are unqualified Budgets are clear and easy to understand Budgets are output based 	<ul style="list-style-type: none"> Work plans and budgets Audit reports WCS staff UNDP staff 	<ul style="list-style-type: none"> Document review Interviews
Is co-financing being used strategically to help the objectives of the project?	<ul style="list-style-type: none"> Co-financing builds on existing processes and priorities of the partners Regular meetings with co-financing partners regularly to align financing priorities and work plans 	<ul style="list-style-type: none"> Financial statements Work plans and budgets Progress reports/PIRs NEPA staff MAIL staff WCS staff UNDP staff 	<ul style="list-style-type: none"> Document review Interviews Fill out <i>co-financing monitoring table</i>
Project-level Monitoring and Evaluation Systems			
Is the monitoring system appropriate and effective?	<ul style="list-style-type: none"> Necessary information on outputs, outcomes and impact is provided 	<ul style="list-style-type: none"> Monitoring/indicator tracking tools Progress reports/PIRs 	<ul style="list-style-type: none"> Document review Interviews

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
	<ul style="list-style-type: none"> Key partners are involved in monitoring The monitoring system is aligned with and utilising national systems Existing information is utilised when available 	<ul style="list-style-type: none"> Baseline information NEPA staff MAIL staff WCS staff Community organizations 	
Is the financial allocation and management M&E budget sufficient and appropriate?	<ul style="list-style-type: none"> Sufficiency of the resources allocated to M&E Adequacy of the management of the resources allocated to M&E 	<ul style="list-style-type: none"> Financial statements Work plans and budgets WCS staff 	<ul style="list-style-type: none"> Document review Interviews
Stakeholder Engagement			
Are stakeholders sufficiently involved and supportive of the project?	<ul style="list-style-type: none"> Existence of necessary and appropriate partnerships with stakeholders Local and national government stakeholders support the objectives of the project Stakeholders have an active role in project decision-making Contribution of stakeholder involvement and public awareness towards the achievement of project objectives 	<ul style="list-style-type: none"> Progress reports/PIRs PSC meeting minutes NEPA staff (HQ and local) MAIL staff (HQ and local) WCS staff UNDP staff Community organizations Community members 	<ul style="list-style-type: none"> Document review Interviews Field visits
Reporting			
Is the reporting sufficient, appropriate and adding value to project delivery?	<ul style="list-style-type: none"> Reporting of adaptive management changes by the PMU to the PSC Fulfilment of GEF reporting requirement and rating of PIRs Documentation, sharing and use of lessons learned 	<ul style="list-style-type: none"> Progress reports/PIRs PSC meeting minutes NEPA staff MAIL staff WCS staff UNDP staff 	<ul style="list-style-type: none"> Document review Interviews
Communications			

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
Is internal project communication with stakeholders effective?	<ul style="list-style-type: none"> • Regularity and clarity of communication • Level of inclusion of key stakeholders in communication • Existence of feedback mechanisms for communication received • Contribution of communication with stakeholders to their awareness of project outcomes and activities and their investment in the sustainability of project results 	<ul style="list-style-type: none"> • Progress reports/PIRs • PSC meeting minutes • Products and publications • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews
Is external project communication effective in terms of raising awareness?	<ul style="list-style-type: none"> • External communication channels, such as a website, presence on social media • Outreach and public awareness campaigns 	<ul style="list-style-type: none"> • Progress reports/PIRs • PSC meeting minutes • Products and publications • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
Is an adequate risk management system in place?	<ul style="list-style-type: none"> • Relevance, importance and comprehensiveness of the risks identified and accuracy the risk rating 	<ul style="list-style-type: none"> • ProDoc • PIRs • Risk log from ATLAS Risk Management Module • WCS staff • UNDP staff 	<ul style="list-style-type: none"> • Document review • Interviews
Financial risks to sustainability			
Are sufficient financial resources likely to be in place to finance the post-project continuation of the	<ul style="list-style-type: none"> • Post-project availability of sufficient GoIRA (NEPA, MAIL) resources 	<ul style="list-style-type: none"> • Progress reports/PIRs • PSC meeting minutes • NEPA staff 	<ul style="list-style-type: none"> • Document review • Interviews

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
results achieved and systems and process put in place?	<ul style="list-style-type: none"> • Ability of income-generating activities established to generate sufficient funding • Likelihood of attracting private sector resources • Presence of ongoing or planned other projects that will support the post-project continuation of processes 	<ul style="list-style-type: none"> • MAIL staff • WCS staff • UNDP staff • Community organizations • Community members 	
Socio-economic risks to sustainability			
Are there any social or political risks that may jeopardize sustainability of project outcomes?	<ul style="list-style-type: none"> • Level of stakeholder awareness, ownership and commitment to post-project continuation • Level of public awareness and support to the long-term objectives of the project • Presence of vested interests that work against the project objectives • Extent to which the PMU is documenting lessons and sharing with partners to promote upscaling and replication 	<ul style="list-style-type: none"> • Progress reports/PIRs • PSC meeting minutes • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews
Institutional Framework and Governance risks to sustainability			
Is the institutional and governance framework conducive for, and supportive of, post-project continuation of the results achieved, processes initiated, and systems put in place?	<ul style="list-style-type: none"> • Supportiveness of the legal framework • Appropriateness, supportiveness and capacity of institutions and governance structures • Presence of adequate systems/mechanisms for accountability and transparency • Existence of mechanisms for transfer of technical knowledge 	<ul style="list-style-type: none"> • Progress reports/PIRs • PSC meeting minutes • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews

Evaluative Criteria Questions	Indicators/criteria	Data sources	Methodology
Environmental risks to sustainability			
Are there any environmental risks that may jeopardize sustenance of project outcomes?	<ul style="list-style-type: none"> • Likelihood of natural hazards (drought, floods, earthquakes) destroying SLM investments and practices • Anticipated future impacts of climate change 	<ul style="list-style-type: none"> • Progress reports/PIRs • PSC meeting minutes • NEPA staff (HQ and local) • MAIL staff (HQ and local) • WCS staff • UNDP staff • Community organizations • Community members 	<ul style="list-style-type: none"> • Document review • Interviews
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•
•	•	•	•
•	•	•	•

Annex 4: Rating Scales

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) <i>Impact Ratings:</i> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		

Annex 5: Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁴

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at place on date Signature: _____

⁴www.unevaluation.org/unegcodeofconduct

Annex 6: Evaluation Report Outline⁵

i. Opening page:

- Title of UNDP supported GEF financed project
- UNDP and GEF project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements

ii. Executive Summary

- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations

(See: UNDP Editorial Manual⁶)

1. Introduction

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

2. Project description and development context

- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

3. Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁷)

3.1 Project Design / Formulation

- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector

⁵The Report length should not exceed 40 pages in total (not including annexes).

⁶ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁷ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Management arrangements
- 3.2** Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)
 - UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3** Project Results
- Overall results (attainment of objectives) (*)
 - Relevance (*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
- 4.** Conclusions, Recommendations & Lessons
- Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
 - Best and worst practices in addressing issues relating to relevance, performance and success
- 5.** Annexes
- ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form

Annex 7: Evaluation Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope/password protected email)

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	UNDP/AFG/RFP/2018/0000003150		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. **UNDP/AFG/RFP/2018/0000003150** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for 90 days.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ 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 ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable

- Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country
- Power of Attorney

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	UNDP/AFG/RFP/2018/0000003150		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information <i>(address, telephone numbers, fax numbers, e-mail address)</i>	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture **OR** ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____

Date: _____

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	UNDP/AFG/RFP/2018/0000003150		

If JV/Consortium/Association, to be completed by each partner.

Historical Contract Non-Performance☐ Contract non-performance did not occur for the last 3 years☐ Contract(s) not performed for the last 3 years

Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)☐ No litigation history for the last 3 years☐ Litigation History as indicated below

Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 5 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

- ☒ Bidders ***must*** submit copies of minimum 2 previous contracts of similar nature and complexity implemented over the last 3 years, contract value of each of these previous contracts should be more than or equal to USD 150,000.
- ☒ Also submit Statement of Satisfactory Performance from the Top 2 (two) or more Clients within the past 05 (five) Years.

Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	UNDP/AFG/RFP/2018/0000003150		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 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 and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i> ■ Name of institution: [Insert] ■ Date of certification: [Insert]
Employment Record/ Experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
References	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert] Reference 2: [Insert]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	UNDP/AFG/RFP/2018/0000003150		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	UNDP/AFG/RFP/2018/0000003150		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: [Insert Currency]

Table 1: Summary of Overall Prices

	Total Amount (USD)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Proposer's Fees

Name	Position	Fee Rate	No. of Days/months/hours	Total Amount
		A	B	C=A*B
	Int'l Team Leader			
	Nat'l Team Expert			
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			

Subsistence allowance	Day			
Local Transport costs	Lump-Sum			
Communications	Day			
Publication and Reporting	Lump Sum			
Other Costs: (please specify)				
Subtotal Other Costs:				

Table 4: Breakdown of per Deliverable

Project description	Total
Deliverable 1:	
Deliverable 2:	
Deliverable 3:	
Deliverable 4:	
Total for the project	

Form H: Form of Proposal/Bid Security

**Proposal Security must be issued using the official letterhead of the Issuing Bank.
Except for indicated fields, no changes may be made on this template.**

To: UNDP

[Insert contact information as provided in Data Sheet]

WHEREAS [Name and address of Bidder] (hereinafter called "the Bidder") has submitted a Proposal to UNDP dated [Click here to enter a date](#), to execute Services [Insert Title of Services] (hereinafter called "the Proposal"):

AND WHEREAS it has been stipulated by you that the Bidder shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security in the event that the Bidder:

- a) Fails to sign the Contract after UNDP has awarded it;
- b) Withdraws its Proposal after the date of the opening of the Proposals;
- c) Fails to comply with UNDP's variation of requirement, as per RFP instructions; or
- d) Fails to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the contract effective.

AND WHEREAS we have agreed to give the Bidder such this Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Bidder, up to a total of *[amount of guarantee] [in words and numbers]*, such sum being payable in the types and proportions of currencies in which the Price Proposal is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of *[amount of guarantee as aforesaid]* without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

This guarantee shall be valid up to 30 days after the final date of validity of bids.

SIGNATURE AND SEAL OF THE GUARANTOR BANK

Signature: _____

Name: _____

Title: _____

Date: _____

Name of Bank _____

Address _____

[Stamp with official stamp of the Bank]