

# REQUEST FOR PROPOSAL

## ASSESSMENT OF CURRENT MUNICIPAL PERFORMANCE MEASUREMENT SYSTEMS AND IDENTIFICATION OF POTENTIAL COMPLEMENTARITIES

RFP No.: STAR2/2019

Project: Consolidation of Territorial and Administrative Reform, STAR 2 Project

Country: Albania

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## Section 1. Letter of Invitation

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The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the *Assessment of current municipal performance measurement systems and identification of potential complementarities*

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

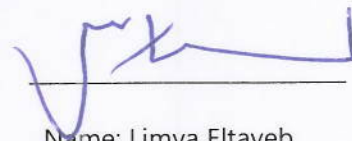
- Form A: Technical Proposal Submission Form
- Form B: Bidder Information Form
- Form C: Joint Venture/Consortium/Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to [procurement.al@undp.org](mailto:procurement.al@undp.org) indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in eTendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

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

Approved by:



Name: Limya Eltayeb

Title: UNDP Resident Representative

Date: **January 15, 2019**



## Section 2. Instruction to Bidders

### A. GENERAL PROVISIONS

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| 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 <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></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 (<a href="http://www.ungm.org">www.ungm.org</a>). 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 <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></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<br/>         (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;<br/>         (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 <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></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 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>  |



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| 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"> <li>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;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <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"> <li>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</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <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> |
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#### B. PREPARATION OF PROPOSALS

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|------------------------------------|---|
| 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> <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</p> |
| 6. Cost of Preparation of Proposal | <p>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.</p>  |
| 7. Language                        | <p>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.</p>   |
| 8. Documents                       | <p>8.1 The Proposal shall comprise of the following documents:</p>  |



Comprising the Proposal	<ul style="list-style-type: none"> <li>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</li> <li>b) Technical Proposal;</li> <li>c) Financial Proposal;</li> <li>d) Proposal Security, if required by BDS;</li> <li>e) Any attachments and/or appendices to the Proposal.</li> </ul>
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	<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	<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 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"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> <li>b) In the event that the successful Bidder fails:</li> </ul>



	<p>i. to sign the Contract after UNDP has issued an award; or</p> <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> <p>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</p> <p>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.</p>
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 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> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <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"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>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;</li> <li>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</li> <li>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.</li> </ul>
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>



	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.
20. Alternative Proposals	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 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.
	20.2	If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"
21. Pre-Bid Conference	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.
<b>C. SUBMISSION AND OPENING OF PROPOSALS</b>		
22. Submission	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.
	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.
	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.
Hard copy (manual) submission	22.4	Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows: <ul style="list-style-type: none"> <li>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.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes <b>MUST BE COMPLETELY SEPARATE</b> 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: <ul style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS</li> </ul> </li> </ul>



	<p>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> <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>
<b>Email Submission</b>	<p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>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.</li> <li>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.</li> </ul>
<b>eTendering submission</b>	<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"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</li> <li>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.</li> <li>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</li> <li>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:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</a></li> </ul>
<b>23. Deadline for Submission of Proposals and Late Proposals</b>	<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>
<b>24. Withdrawal, Substitution, and Modification of Proposals</b>	<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</p>



	<p>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>
<b>D. EVALUATION OF PROPOSALS</b>	
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 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.</p>
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"> <li>Preliminary Examination</li> <li>Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>Evaluation of Technical Proposals</li> <li>Evaluation of Financial Proposals</li> </ol>
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"> <li>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;</li> <li>They have a good financial standing and have access to adequate financial</li> </ol>



resources to perform the contract and all existing commercial commitments,

- c) 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;
- d) They are able to comply fully with UNDP General Terms and Conditions of Contract;
- e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and
- f) They have a record of timely and satisfactory performance with their clients.

### 30. Evaluation of Technical and Financial Proposals

- 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 their technical proposals. The conditions for the presentation shall be provided in the bid document where required.
- 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.
- 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.
- 30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

Rating the Technical Proposal (TP):

$$\text{TP Rating} = (\text{Total Score Obtained by the Offer} / \text{Max. Obtainable Score for TP}) \times 100$$

Rating the Financial Proposal (FP):

$$\text{FP Rating} = (\text{Lowest Priced Offer} / \text{Price of the Offer Being Reviewed}) \times 100$$

Total Combined Score:

$$\text{Combined Score} = (\text{TP Rating}) \times (\text{Weight of TP, e.g. 70\%}) + (\text{FP Rating}) \times (\text{Weight of FP, e.g., 30\%})$$

### 31. Due Diligence

- 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:

- 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 previous works, as necessary;
- e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;
- f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.

### 32. Clarification of Proposals

- 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.
- 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.
- 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.

### 33. Responsiveness of Proposal

- 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.
- 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.

### 34. Nonconformities, Reparable Errors and Omissions

- 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.
- 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.
- 34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:
  - a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;
  - b) if there is an error in a total corresponding to the addition or subtraction



or subtotals, the subtotals shall prevail and the total shall be corrected, and

- c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.

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

#### 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 <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
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 <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> 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	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](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)

43. Liquidated Damages	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.
44. Payment Provisions	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.
45. Vendor Protest	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: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a>
46. Other Provisions	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.
	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.
	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 <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a>



## 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	25 January 2018, at 10.00 a.m in the UNDP premises
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Required in the amount of 5,000 US\$
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will be imposed as follows: Percentage of contract price per day of delay: .05% Max. number of days of delay 30, after which UNDP may terminate the contract.
9	40	Performance Security	Required in the amount of 3% of the financial offer
10	18	Currency of Proposal	Local currency for national offerors and USD for international offerors
11	31	Deadline for submitting requests for clarifications/ questions	7 days before the submission deadline

12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Procurement Unit  Address: UNDP Skenderbej Street, Gurten Building Nr2, Tirane , Albania E-mail address: <a href="mailto:procurement.al@undp.org">procurement.al@undp.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Posting on the website : <a href="http://procurement-notice.undp.org/">http://procurement-notice.undp.org/</a> ; in the UNGM website; in the organisations's facebook and twitter accounts, and in the local newspapers
14	23	Deadline for Submission	08 February 2019, at 11.00 am (Albanian time)
14	22	Allowable Manner of Submitting Proposals	<input type="checkbox"/> Submission by mail – hand delivered to the UNDP CO address indicated below
15	22	Proposal Submission Address	<u>"Skenderbej" Street, Gurten Building, 2nd floor, Tirana, Albania</u>
16	22	Electronic submission (email or eTendering) requirements	N/A
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively  The minimum technical score required to pass is 70%.
18		Expected date for commencement of Contract	<i>February 20, 2019</i>
19		Maximum expected duration of contract	4 months
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP  <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>



22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
23		Other Information Related to the RFP	<i>[All other instructions and information not yet mentioned so far in this Data Sheet but are relevant to the RFP must be cited here, and any further entries that may be added below this table row]</i>

## 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:

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity

### 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
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	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
<b>Conflict of Interest</b>	No conflicts of interest in accordance with RfP clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	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
	Any additional criteria if required	
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form

<sup>1</sup> Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.



<b>Previous Experience</b>	<p>1. At least 5 years of proven experience in the market with public/private institutions in Albania related to functional optimization and modernization/business processes improvement, data management, statistics and or policy development, which should be supported by at least three references from public/private entities to whom similar services have been provided;</p>	Form D: Qualification Form
	<p>2. Working experience in data collection and processing, working with Local Governments, especially post reform; in designing and implementing capacity building programs is a strong advantage.</p> <p>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</p>	Form D: Qualification Form
<b>Financial Standing</b>	<p>Minimum average annual turnover of 300,000 USD for the last 3 years.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	Form D: Qualification Form
	<p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	Form D: Qualification Form
<b>VAT application</b>	<p><b>"In case the services provided by your entity will be exempt or out of scope of Albanian VAT, please clearly state the law provisions your organisation makes reference to.</b></p> <p><b>In case of non for profit organisations, please note that based on Law 92/2014 dated 24.07.2014 and Decision 953, dated 29.12.2014, there are certain conditions to be met in order for the services provided by the latter to be considered as exempt from VAT. In case your entity will opt for such exemption, please provide us proof that your organisation meets all the conditions stipulated in article 2 of Decision 953."</b></p>	

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	400
<b>Total</b>		<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing <ul style="list-style-type: none"> <li>- Reputation of organization (<i>Proposer should have at least 7 years' experience in the national/international market and in the area</i>) (10)</li> <li>- Reputation of staff (<i>Extent to which Proposer's key presented staff have been part of the Proposers' experience and results in the past 3 years</i>) (10)</li> <li>- Credibility &amp; Reliability (<i>at least 3 positive references from public/private entities to whom similar services have been provided in the last 5 years</i>) (10)</li> </ul>	30
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> <li>- Financial stability (10)               <ul style="list-style-type: none"> <li>o Debt-to-Equity ratio lower or equal to 0.5 (10),</li> <li>o Average Profitability for the last 3 years (Gross operating surplus/current assets) &gt; 0 (10)</li> </ul> </li> <li>- Loose consortium, holding company or one firm (10)               <ul style="list-style-type: none"> <li>o one firm (10), or</li> <li>o clear complementarity of partners and well defined division of work among JV partners (10)</li> </ul> </li> <li>- Age/size of the firm (at least 7 years and at least 10 professional employees) (10)</li> <li>- Project financing capacity (10)               <ul style="list-style-type: none"> <li>o related to current ratio and annual turnover</li> </ul> </li> <li>- Project management controls (10)</li> </ul>	50
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.) (10) <ul style="list-style-type: none"> <li>- Foreign companies should partner with local contractors with the requisite experience and knowledge indicated as per the requirements</li> <li>- Subcontracting adds specialized skills and does not cover mere routine work</li> </ul>	10
1.4	Quality assurance procedures and risk mitigation measures/ Quality management system certificates (20)	20
1.5	Relevance of: (90) <ul style="list-style-type: none"> <li>- Specialized Knowledge on functional optimization and modernization/business process improvement, data management, statistics and policy development (30)</li> <li>- Experience on Similar Programme / Projects (30)</li> <li>- Work for UNDP/ major multilateral/ or bilateral programmes (30)</li> </ul>	90



<b>Section 2. Proposed Methodology, Approach and Implementation Plan</b>			<b>Points obtainable</b>
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?		80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference		100
2.3	Details on how the different service elements shall be organized, controlled and delivered		50
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement		50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic		70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract		50
<b>Total Section 2</b>			<b>400</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.	Qualifications of key personnel proposed		
3. a	Team leader		130
	- Post Graduate in Management/ Statistics/Economic sciences or any related field OR relevant work experience of at least 10 years.	40	
	- Specific Experience relevant to the assignment; (managerial, coordination, analytical skills, in monitoring and evaluation processes, performance assessment in public sector)	50	
	- National /International experience	30	
	- English written and spoken/ Language Qualifications	10	
3. b	Key local experts (as specified in the ToR)		140
	- Education OR relevant work experience of at least 7 years in the field	50	
	- Specific Relevant Experience	50	
	- Proven experience with performance assessment	30	
	- Language Qualifications (English)	10	
3. c	International expert (as specified in the ToR)		130
	- Education and skills	40	

- Specific working experience relevant to the assignment 10 years of working experience in the public sector and more so with local governments	50	
- Proven experience with local government data systems, performance assessment in the public sector and benchmarking activities	30	
- Language qualifications (English)	10	
<b>Total Section 3</b>		<b>400</b>



## Section 5: Terms of Reference (TOR)

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### Terms of Reference

#### Assessment of current municipal performance measurement systems and identification of potential complementarities

##### 1. Local governance reform framework

The local self-government in Albania is under ongoing developments, reforms, opportunities and challenges that were initiated with the reorganization of former local government units into 61 new municipalities since the local elections of 2015. The territorial reform was intended as a basis for further administrative and fiscal decentralization and the modernization of public administration in general. The Territorial Reform aimed at transforming the quality of local governance by enabling local public institutions to operate with greater human and financial resources in larger territories that supports efficiency and economies of scale. As part of consolidation of the newly established municipalities, along with strengthening the efficiency, responsiveness and transparency of the new local administrations to all its citizens, continuous improvements in good governance and service delivery are now priorities.

The territorial reorganization of local governments was accompanied by a revised strategic framework stipulated in a new Crosscutting Strategy on Decentralization and Local Governance 2015-2020 and a new Law on the Organization and Functioning of Local Government (Organic Law), followed by the adoption of a Law on Local Finances, which define the operational framework of the local government in Albania.

The Strategy was adopted in July 2015 and represents the government's vision for strengthening local governance along four main pillars: (i) enhancing the overall efficiency of local government structures, (ii) strengthening local finances and fiscal autonomy, (iii) strengthening good governance at local level, and (iv) fostering sustainable local development.

All of the above calls for enhancing the quality of public services, strengthening the transparency and accountability of local governments towards the community, and promoting the participation of citizens and groups of interest in the local government decision-making processes.

The Organic Law was adopted in December 2015. It provides the new framework for local government operations, in line with the government strategic vision for furthering decentralization and within the new context of the post territorial reorganization reform. The Law introduces several novelties regarding the definition of local government functions, decentralization of new competencies to the local level, the roles and competencies of the elected and executive levels in the new municipal structures, new requirements on service provision and the necessity to apply service standards. More concretely, chapter III - Article 33 on "Instruments for managing public services" sets principles for minimum national standards of local services performance and outlines requirements for citizen involvement in local governance.

Following the legal obligations, local government units are responsible for:

- Designing and implementing a system of service performance management, based on the local standards and/or national minimum standards;
- Designing and implementing a system of indicators, including the gender aspect, for measuring service performance;
- Creating a special unit within their structures to be responsible for presenting, supervising, and monitoring service performance, including the gender aspect.



The second monitoring report of the Cross-cutting Strategy on Decentralization and Local Government (CSDLG) 2015-2020, issued in October 2017, identifies challenges local governments are facing and highlights further actions necessary to be taken. Among others, the report recommends that improving the quality of the services against minimum national standards shall be developed for all services and become binding for all municipalities. This should be accompanied with the establishment of monitoring and evaluation systems, including citizens' feedback on issues of timely and quality delivery of services and of governance matters such as transparency and public consultation. The role of municipal councils is deemed crucial in this respect.

The above requirements lead to the need for a systemic collection of information and the establishment of municipal indicators to measure and monitor local governance. Generally, *municipal indicators* are a set of community, governance, financial and performance indicators that can be used/combined to better understand the challenges municipalities face and provide know-how in addressing them. The design of data collection tools and the use of data can be an effective strategy to identify gaps in the provision of resources, as well as to define the most appropriate interventions. Local data provide the quantitative basis for the development and monitoring of social, economic and other policies. Moreover, local government transparency has become a widely discussed topic and local leaders increasingly understand that in order to be effective, they need to be open to their citizens, a reliable system of data collection and analysis encourages accountability and transparency of local authorities to citizens.

## 2. Current efforts contributing to local data and indicators in Albania

To date, it is almost impossible to have a clear view on Municipal performance and more so on their comparison. Preliminary initiatives exist, some others are being developed recently.

The major problem is the lack of local data, or the difficulty to identify owners of local data; therefore, there is a need for capacity development, system building and consolidation.

The importance of data for decision making is not questionable. Data and data analysis enable better decisions, whilst contributing to a stronger transparency and accountability and fight against corruption. Furthermore, data provide a clearer picture of how the municipality is doing, where the problems are and where to focus actions and interventions. More so, when data are made available across municipalities, decision makers at local and/or national level can understand where a Municipality stands, compare municipalities against each other and identify which problem patterns prevail so that more informed and remedy actions could be taken as a result, also as a response to public pressure.

However, difficulties lie in the identification or development of representative indicators. Firstly, indicators should, describe sufficiently well the aspects to be measured. On the other hand, the data used to measure the indicators must be available or retrievable with minimal costs, reliable and standardized across municipalities.

Secondly, selected indicators shall be rendered important for the local level, meaning that municipal decision makers consider them relevant to be developed and maintained over time.

Thirdly, it is a great challenge to identify the "indicators' gap" and the related "grey" areas that need to be assessed, considering the efforts to date to develop such systems, therefore, the relevant complementarity.

The following are the major existing or developing initiatives that could contribute to municipal performance management and an enhanced "reading" of municipalities, through data:

The Ministry of Finance and Economy and INSTAT, with support from the Swiss Development Cooperation (SDC) through its *Strong Municipalities* and *SALSTAT* projects, have recently started to develop some local data systems and tools to measure municipal performance. The Ministry of Finance and Economy, in collaboration with Strong Municipalities project, are developing a system to monitor budget execution based on performance budget expenditure programs. The system proposes a set of Key Performance Indicators which refer to the MTPB structure. SALSTAT project, implemented by the Albanian Institute of Statistics (INSTAT) with support from the



Swiss Federal Statistical Office (FSO), aims to improve the availability of statistical information (data and indicators) on the local and regional level using statistical data collection methods (censuses, administrative data and registers as well as to a certain extent survey data coordinated by INSTAT). *To date, the initiative has* developed Key Performance Indicators (KPIs) and identified the necessary data to feed the measurement of KPIs. Plans include also training of relevant municipal staff to monitor their own performance.

The Ministry of Health and Social Affairs collects information and data and prepares reports through information gathered from local government units. The information is used to assess and monitor the standards and acceptance criteria for Social Assistance Program (*ndihma ekonomike*), disability benefits and social care services. The data collection templates and indicators used by the Ministry are defined by a decree of the Council of Ministers.

The Supreme State Audit Institution applies its own set of performance review for public institutions including local governments. Through its performance audits, the SSAI assess whether the programs, organization of work and processes, activities and management systems of public sector entities operate in accordance with the principles of economy, efficiency and effectiveness. Their performance audit is based on indicators categorized according to 7 modules or typical spheres of activity for a public organization and specifically: procurement; communication; finance; information technology; legal services; human resources; and support services.

In the Water Supply and Sewage sector, a benchmarking system is in place since 2005 covering all fifty-eight (58), corporatized water supply and sewerage utilities across the country<sup>2</sup>.

Another system relates to the revenue and spending of local governments, whereby data from the Government Financial Informative System (Treasury System), coordinated by the Ministry of Finance and Economy, are further elaborated and published on the [www.financatvendore.al](http://www.financatvendore.al) platform in partnership with the civil society.

Additional potential data mining initiatives include:

The National Agency for Territory Planning has developed a draft framework of Indicators to Monitor the Sustainable Development in Albania<sup>3</sup>. The Catalog of Indicators of Sustainable Territorial Development currently contains 33 key indicators, according to the following four themes: 1) Social Cohesion and Quality of Life; 2) Integrated Spatial Development, 3) Sustainable Management of Natural Resources, and 4) Economic Competitiveness and Accuracy. Each indicator has basic indexes or data that should be identified in relation to the existing state of affairs, based on confirmed official sources. The main purpose of the monitoring platform remains the observation, analysis and assessment of territorial development through clear and up-to-date data. The platform will be an informative tool aiming to create links between national and local development objectives, as well as to enable informed decision-making by policymakers. It will provide data-based analysis that can feed policy and development strategies by helping national and local planning authorities achieve the Sustainable Development Goals. This tool has yet to be implemented.

“Municipalities for Europe”, an EU funded project, has supported the undertaking of a first assessment related to the overall implementation of the political and economic criteria of European integration at the local level. The assessment was based on a set of indicators selected and agreed with local government and central institutions, pursuant to the structure of accession criteria according to the EU acquis. The assessment constitutes the first framework to monitor and evaluate the performance of local governments vis-à-vis EU integration. This assessment and the upcoming ones could provide an additional possibility to institutionalize some of the information requested by this assessment.

Moreover, there are several platforms and sources of information that can be consulted, some of which are listed below:

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<sup>2</sup> <http://www.erru.al/mat.php?idr=46&idm=113&lang=2>

<sup>3</sup> <http://planifikimi.gov.al/index.php?id=home>



- The National Platform *www.vendime.al* – a national standardized e-platform for the publication of municipal council's decisions. This platform enables the collection and comparison of data on the types, frequency and structure of municipal decision making;
- *Municipal Transparency Programs* – standardized formats of public information on all areas of activity of municipalities, available on-line. These documents constitute the basis for the monitoring and evaluation of municipal performance in 7 key areas: functioning and organization of the municipality, economic and financial information, freedom of information systems in place, service-delivery information, legislation and internal regulatory acts, information on instruments for civic participation and other information on EU integration, community structures in place, civil society organizations, etc.
- *Municipal One Stop Shops* – As of December 2019, all municipalities will have a One Stop Shop to deliver administrative services<sup>4</sup>. Operationalization of the OSSs will provide municipalities with data on population being served, the service coverage, quantity of services provided etc.
- Local (sectoral) data collected regularly by various line ministries, ie: Ministry of Agriculture and Rural Development etc.
- Sustainable development goals and their localization – The global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development could be consulted whenever relevant.

All the above constitute a wealth of information and possibilities which should be considered for developing complementarities and proposing a more structured approach for local data collection and a friendly presentation of information.

### 3. Description of the assignment

As described, in the near future, the local data landscape will be enriched by above mentioned initiatives and some performance measurement aspects are expected to be established, especially with regard to financial and service delivery efficiency as well as statistical data series. On the other hand, areas pertaining to local democracy and participation, good governance and administrative efficiency, sustainable development, integrated territorial management, economic competitiveness, quality of life and the like are still uncharted. The power of developing this part and combining it with the financial and service performance system is immense and would give a full picture of the functioning of the local government system.

In this respect, following several consultation processes with relevant actors, and aiming to avoid overlaps and create synergy, STAR2 is inviting an independent expertise to advise on possible further action. The resulting initiative aims to support the Ministry of Interior (in charge of local governance), the Agency for Support of Local Governance and other actors to understand various features and the performance of Local Government necessary for engaging in informed decision making. The present assessment, if resulting in a feasible and convincing approach and roadmap could lead to further assistance in developing a local government performance dashboard and consequently a local government benchmarking, incentivizing advancement and progress amongst and for Albanian municipalities.

This assignment has three specific objectives:

- To undertake an assessment of the municipal performance measurement systems (including government led and partners' actions) and the situation related to municipal data and performance measurement currently in place.
- To identify and elaborate future appropriate performance measurement elements and KPIs at local level, indicatively referring to the following areas, with clear actions for application:
  - Local democracy and participation
  - Good governance and administrative efficiency
  - Sustainable development and localization of SDGs (including NATP indicator set)
  - Social cohesion and quality of life (including NATP indicator set)

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<sup>4</sup> 12 municipalities have OSS and 48 will have one as of December 2019 with the support of STAR2



- Integrated spatial development (including NATP indicator set)
- Economic competitiveness (including NATP indicator set)
- Any other area considered relevant by local/central level
- To develop a roadmap for STAR2 project for the integration of performance indicators in a user-friendly platform using the web service technology.

The assignment requires consultation with various stakeholders, but especially with senior level executives at the Ministry of Interior and Agency for Support Self Local Governance about development and future approaches for performance measurement at local level.

The Service Provider is expected to develop a comprehensive and convincing framework for municipal indicators that are representative, feasible and relevant for “reading” the local government performance from various angles. The exercise should take into account and benefit from the existing initiatives, potential ones as well as considerations from consulting external experiences and literature. An indicative set of documents is also attached to these TORs; however, the Service Provider has full discretion in selecting and using other sources as well.

By assessing the two main ongoing initiatives, led by INSTAT and the Ministry of Finance and Economy, the Service Provider shall advice on whether the two initiatives exhaust the potential to measure municipal performance in its entirety. Gaps shall be identified and a proposal on how STAR2 can contribute in complementing the vacuum and completing the picture shall be articulated. Based on the identified gap, the Service Provider shall develop KPIs and identify/list the necessary data which feed into measuring KPIs. For each of the data, information on: source and frequency shall be provided. It is important that the proposed data is already being collected by municipalities or by any other central or local government institution. However, in cases when the data is not being collected by any public institution (central or local), the Service Provider shall identify and propose the necessary steps (institutional decisions, capacity building etc.), to be undertaken to address this issue.

When identifying gaps, the Service Provider shall consult and extend its analysis to issues of local democratic governance, localization of SDGs, territorial development, sustainable development, principles of good local governance etc. Best experiences from other countries shall be considered.

It should, however, be taken into account that the choice of indicators should not be merely a top-down approach. Involving local actors in the selection of indicators can ensure the system is useful for meeting both central and local information needs. Increasing the usefulness of the indicator system creates local buy-in and reduces local cost for compiling and providing data to simply satisfy the central government. In that respect, the development of the municipal indicators’ framework should consider a participatory approach and consultation with several typologies of municipalities during the analysis and testing phases.

## 5. Reporting Requirements / Deliverables

In close consultation with UNDP and the ASLG/MoI, the Service Provider will deliver the following:

<b><u>Inception Report</u></b> Update and adopt the proposed approach, bringing it to realistic terms: <ul style="list-style-type: none"> <li>- Consulting with relevant stakeholders</li> <li>- Articulate the approach for the conduct of the assessment, including identified sources of information and consultation format at central and local levels</li> <li>- Finalize interim and final objectives</li> <li>- Reflect the above in a firm workplan</li> </ul>	Month 1
<b><u>Draft Municipal Indicators’ Framework</u></b> including the rationale for selecting KPIs and their relevance. Amongst others, the deliverable will include list of indicators organized by data category/field, measure and source.	Month 2-3



Consultation with stakeholders over the Draft and Finalization of the Framework.	Month 4
<p>The final deliverable should be a roadmap for STAR2 engagement and contribution in this area. Issues to be addressed in the roadmap include:</p> <ul style="list-style-type: none"> <li>- Key performance indicators at local level and respective data</li> <li>- Data availability /responsible institution</li> <li>- Measures to ensure data availability</li> <li>- Integration of the additional KPIs and data with the other initiatives (INSTAT, MOF)</li> <li>- Necessary conditions for establishment of benchmark system</li> <li>- Institutionalization of performance measurement system / ownership</li> <li>- Capacity building needs at local and central level</li> <li>- Recommendations on the most suitable user-friendly platform. The platform must allow efficient data communication and guarantee quality requirements such as security, availability and cost-efficiency by dynamically selecting and composing services enabling visual presentation and comparison of municipalities.</li> </ul>	

#### 4. Supervising Authority

The Service Provider will work under the overall supervision of UNDP Albania /STAR2, to which the Service Provider will directly report.

#### 6. Duration of the Work

The implementation period of the assignment will be 4 months.

#### 7. Qualifications of the Successful Service Provider

##### 7.1. Successful Service Provider Profile

The successful Service Provider should have 5 years of proven experience in the market and in the area. The Proposers who wish to participate should also meet additional sets of criteria as described below:

- Experience with public and/or private institutions in Albania related to functional optimization and modernization/ business processes improvement, data management, statistics and/or policy development;
- Experience in data collection and processing;
- Experience in working with local governments in Albania, especially post reform;
- Experience in designing and implementing capacity building programs;
- Experience of working with a UN agency or other international development organizations is an asset.

##### 7.2. Successful Service Provider Personnel

The Service Provider should mobilize adequate expertise to meet the criteria of the assignment. The team of experts should comprise an appropriate number of professionals with adequate experience and professional qualifications for the assignment. *Including International expertise in the team, creates a comparative advantage.*

The following skill sets are required for experts:



Table 1: Qualifications of the Successful Service Provider Team<sup>5</sup>

POSITION	EDUCATION AND SKILLS	WORK EXPERIENCE
<p>Team Leader Responsible for the overall coordination of the assignment.</p> <p>She/he is expected to give direction to other team members toward the achievement of the tasks envisaged in the assignment.</p>	<p>Post Graduate in Management/ Statistics/Economic sciences or any related field or relevant work experience of at least 10 years.</p> <p>Excellent managerial and coordination skills Excellent analytical skills Excellent written and spoken English skills.</p>	<p>Minimum of 10 years of <u>experience in managing projects</u> up to successful completion.</p> <p>Proven experience in managing/ coordinating <u>projects in the area of public administration, governance, local development</u> etc.</p> <p>Working <u>experience in monitoring and evaluation processes, policy development, strategy formulation</u> etc.</p> <p>Working <u>experience in performance assessment in the public sector</u> would be a great advantage.</p>
<p>Decentralization and Local Governance Expert</p>	<p>Post Graduate in Local Government Development, Economic sciences, Public Administration, Public Policy or any other related field or relevant work experience of at least 7 years.</p>	<p>Minimum of 7 years of <u>experience working with local governments</u> in different projects and initiatives.</p> <p>Having worked with <u>monitoring of policies and strategies at local level</u> is an asset.</p> <p>Working <u>experience in performance assessment in the public sector</u> would be a great advantage</p>
<p>Data Scientists/Analysts</p>	<p>Post Graduate in Statistics/Economics or related fields.</p>	<p>Minimum of 5 years' <u>experience in data analysis and collection</u>.</p> <p><u>Experience in designing/developing data collection systems</u>.</p> <p>Prior <u>experience with consultancy and data collection</u></p>

<sup>5</sup> IMPORTANT NOTE: The service provider is encouraged to provide in house expertise. In cases when not all the expertise can be provided by the Service Provider's own human resources, external expertise can be invited, however, at least 50% of the proposed experts (in numbers) shall be in house expertise, including the Team Leader, who should also convey the Service Provider's own relevant experience in the area.

		<p>and analysis for governmental institutions and/or for LGUs is an advantage.</p> <p>Working experience in <u>organizational performance assessment</u> would be a great advantage</p>
International Expert (optional but preferred)	Post Graduate in Management/ Statistics/Economic sciences or any related field	<p>Minimum 10 years of work <u>experience in the public sector and more so with local governments.</u></p> <p><u>Experience with local government data systems, performance assessment in the public sector and benchmarking activities required.</u></p>
Any other expertise deemed essential by the Service Provider in line with the proposal		

## 1 Annexes to the TOR

The RfP is accompanied with a list of reference documents, to be retrieved following this link:

*Note : Install WinRAR before opening the file.*



Benchmarking  
Reference Materials.



## 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
- Form B: Bidder Information Form
- Form C: Joint Venture/Consortium/ Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form H: Proposal Security Form
- [Add other forms as necessary]

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#### Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?

☐

### Financial Proposal Envelope

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

- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form

☐  
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## Form A: Technical Proposal Submission Form

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: [Insert RFP Reference Number]

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.

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 the period of time specified in the Bid Data Sheet.

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

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

## Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder: [Insert Name of Bidder]

Date: Select date

RFP reference: [Insert RFP Reference Number]

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 (address, telephone numbers, fax numbers, e-mail address)	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:

RFP reference: [Insert RFP Reference Number]

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 3 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.

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

## Financial Standing

<b>Annual Turnover for the last 3 years</b>	Year	USD
	Year	USD
	Year	USD
<b>Latest Credit Rating (if any), indicate the source</b>		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			



☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- b) Historic financial statements must be audited by a certified public accountant;
- c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## Form E: Format of Technical Proposal

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: [Insert RFP Reference Number]

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

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of services]</i> <ul style="list-style-type: none"><li>▪ Name of institution: [Insert]</li><li>▪ Date of certification: [Insert]</li></ul>
<b>Employment Record/Experience</b>	<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]
<b>References</b>	<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:

RFP reference: [Insert RFP Reference Number]

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:	[Insert RFP Reference Number]		

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**

	Amount(s)
<b>Professional Fees</b> (from Table 2)	
<b>Other Costs</b> (from Table 3)	
<b>Total Amount of Financial Proposal*</b>	

**Table 2: Breakdown of Professional Fees**

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
In-Country				
Home Based				
Subtotal Professional Fees:				

**Table 3: Breakdown of Other Costs**

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			

Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
				<b>Subtotal Other Costs:</b>

**Table 4: Breakdown of Price per Deliverable/Activity**

<b>Deliverable/ Activity description</b>	<b>Time (person days)</b>	<b>Professional Fees</b>	<b>Other Costs</b>	<b>Total</b>
Deliverable 1				
Deliverable 2				
Deliverable 3				
.....				

**\*In case the services provided by your entity will be exempt or out of scope of Albanian VAT, please clearly state the law provisions your organisation makes reference to.**

**In case of non for profit organisations, please note that based on Law 92/2014 dated 24.07.2014 and Decision 953, dated 29.12.2014, there are certain conditions to be met in order for the services provided by the latter to be considered as exempt from VAT. In case your entity will opt for such exemption, please provide us proof that your organisation meets all the conditions stipulated in article 2 of Decision 953.**



## Form H: Form of Proposal 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.

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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]*