

REQUEST FOR PROPOSALS



**United Nations Development Programme
March 2015**

Section 1. Letter of Invitation

Subject: Ref: RFP/UNDP/OHR/001/2015
RFP for the Employee Engagement Survey

Date: 2nd March 2015

Dear Sir/Madam,

1. The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.
2. The Procurement Support office of UNDP is issuing this tender document for the purpose of concluding the Long Term Agreements (LTA) with the successful Proposer for a period of three (3) years and might be extended for another two (2) years subject to satisfactory contract performance. Other UN Agencies may decide to piggyback on the LTA established where a separate contract will be issued by relevant UN Agency.
3. While UNDP intends to establish the LTA there is no fixed committed contract amount and UNDP reserves the right to utilize other sources at its discretion to assure value for money. Once the contract is established with the winning vendor, orders for specific location will be placed through the Purchase Orders and the General Conditions and Terms of the Contract will be in force.
4. This RFP includes the following documents:
 - Section 1 – This Letter of Invitation
 - Section 2 – Instructions to Proposers (including Data Sheet)
 - Section 3 – Terms of Reference
 - Section 4 – Proposal Submission Form
 - Section 5 – Documents Establishing the Eligibility and Qualifications of the Proposer
 - Section 6 – Technical Proposal Form
 - Section 7 – Financial Proposal Form
 - Section 8 – (Form for Advanced Payment Guarantee) – Not Applicable
 - Section 9 – Long Term Agreement (LTA) for the Provision of Services, including General Terms and Conditions (GTCs).
5. Your offer, comprising of a Technical and Financial Proposal, in separate sealed envelopes, should be submitted in accordance with Section 2.
6. You are kindly requested to submit a letter advising whether your company intends to submit a Proposal to UNDP at the following email address: nazim.razak@undp.org and cc bakhtiyor.khamraev@undp.org. The letter should be received by UNDP preferably no later than **9th March 2015**.
7. Should you require further clarifications, kindly communicate with the contact person identified in

the attached Data Sheet as the focal point for queries on this RFP.

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

Yours sincerely,

Bakhtiyor Khamraev
Team Leader
Procurement Support Office

Global Shared Service Center
Cyberjaya, Malaysia
United Nations Development Programme

Section 2: Instruction to Proposers

Definitions

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

the deadline for the submission of Proposals.

- n) *“Terms of Reference”* (TOR) refers to the document included in this RFP as Section 3 which describes the objectives, scope of services, activities, tasks to be performed, respective responsibilities of the proposer, expected results and deliverables and other data pertinent to the performance of the range of duties and services expected of the successful proposer.

A. GENERAL

1. UNDP hereby solicits Proposals in response to this Request for Proposal (RFP). Proposers must strictly adhere to all the requirements of this RFP. No changes, substitutions or other alterations to the rules and provisions stipulated in this RFP may be made or assumed unless it is instructed or approved in writing by UNDP in the form of Supplemental Information to the RFP.
2. Submission of a Proposal shall be deemed as an acknowledgement by the Proposer that all obligations stipulated by this RFP will be met and, unless specified otherwise, the Proposer has read, understood and agreed to all the instructions in this RFP.
3. Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of any Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this RFP.
4. UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See http://www.undp.org/about/transparencydocs/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and http://www.undp.org/content/undp/en/home/operations/procurement/procurement_protest/ for full description of the policies)
5. In responding to this RFP, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
 - 5.1 Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;
 - 5.2 Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or

- 5.3 Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

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

6. Similarly, the Proposers must disclose in their proposal their knowledge of the following:
- 6.1 That they are owners, part-owners, officers, directors, controlling shareholders, or they have key personnel who are family of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and
 - 6.2 All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

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

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

B. CONTENTS OF PROPOSAL

9. Sections of Proposal

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

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

10. Clarification of Proposal

- 10.1 Proposers may request clarifications of any of the RFP documents no later than the date indicated in the **Data Sheet** (DS no. 16) prior to the proposal submission date. Any request

for clarification must be sent in writing via courier or through electronic means to the UNDP address indicated in the **Data Sheet** (DS no. 17). UNDP will respond in writing, transmitted by electronic means and will transmit copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Proposers who have provided confirmation of their intention to submit a Proposal.

- 10.2 UNDP shall endeavor to provide such responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.

11. Amendment of Proposals

- 11.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Proposer, modify the RFP in the form of a Supplemental Information to the RFP. All prospective Proposers will be notified in writing of all changes/amendments and additional instructions through Supplemental Information to the RFP and through the method specified in the **Data Sheet** (DS No. 18).
- 11.2 In order to afford prospective Proposers reasonable time to consider the amendments in preparing their Proposals, UNDP may, at its discretion, extend the deadline for submission of Proposals, if the nature of the amendment to the RFP justifies such an extension.

C. PREPARATION OF PROPOSALS

12. Cost

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

13. Language

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

14. Proposal Submission Form

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

this RFP.

15. Technical Proposal Format and Content

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

- 15.1 Expertise of Firm/Organization – this section should provide details regarding management structure of the organization, organizational capability/resources, and experience of organization/firm, the list of projects/contracts (both completed and on-going, both domestic and international) which are related or similar in nature to the requirements of the RFP, and proof of financial stability and adequacy of resources to complete the services required by the RFP (see RFP clause 18 and DS No. 26 for further details). The same shall apply to any other entity participating in the RFP as a Joint Venture or Consortium.
- 15.2 Proposed Methodology, Approach and Implementation Plan – this section should demonstrate the Proposer’s response to the Terms of Reference by identifying the specific components proposed, how the requirements shall be addressed, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted; and demonstrating how the proposed methodology meets or exceeds the specifications, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable that is within the duration of the contract as specified in the **Data Sheet** (DS nos. 29 and 30).

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

- a) A statement of whether any import or export licences are required in respect of the goods to be purchased or services to be rendered, including any restrictions in the country of origin, use or dual use nature of the goods or services, including any disposition to end users; and
 - b) Confirmation that the Proposer has obtained license of this nature in the past, and have an expectation of obtaining all the necessary licenses, should their Proposal be rendered the most responsive.
- 15.3 Management Structure and Key Personnel – This section should include the comprehensive curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

In complying with this section, the Proposer assures and confirms to UNDP that the personnel being nominated are available for the Contract on the dates proposed. If any of the key personnel later becomes unavailable, except for unavoidable reasons such as death

or medical incapacity, among other possibilities, UNDP reserves the right to consider the proposal non-responsive. Any deliberate substitution arising from unavoidable reasons, including delay in the implementation of the project of programme through no fault of the Proposer shall be made only with UNDP's acceptance of the justification for substitution, and UNDP's approval of the qualification of the replacement who shall be either of equal or superior credentials as the one being replaced.

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

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

16. Financial Proposals

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

17. Currencies

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

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

18. Documents Establishing the Eligibility and Qualifications of the Proposer

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

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

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

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

19. Joint Venture, Consortium or Association

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

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

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

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

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

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

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

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

20. Alternative Proposals

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

21. Validity Period

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

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

22. Proposer's Conference

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

D. SUBMISSION AND OPENING OF PROPOSALS

23. Submission

- 23.1 The Financial Proposal and the Technical Proposal Envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL”, as appropriate. Each envelope MUST clearly indicate the name of the Proposer. The outer envelopes shall bear the address of UNDP as specified in the **Data Sheet** (DS no.20) and shall include the Proposer’s name and address, as well as a warning that state “*not to be opened before the time and date for proposal opening*” as specified in the **Data Sheet** (DS no. 24). The Proposer shall assume the responsibility for the misplacement or premature opening of Proposals due to improper sealing and labeling by the Proposer.
- 23.2 Proposers must submit their Proposals in the manner specified in the **Data Sheet** (DS nos. 22 and 23). When the Proposals are expected to be in transit for more than 24 hours, the Proposer must ensure that sufficient lead time has been provided in order to comply with UNDP’s deadline for submission. UNDP shall indicate for its record that the official date and time of receiving the Proposal is the actual date and time when the said Proposal has physically arrived at the UNDP premises indicated in the **Data Sheet** (DS no. 20).
- 23.3 Proposers submitting Proposals by mail or by hand shall enclose the original and each copy of the Proposal, in separate sealed envelopes, duly marking each of the envelopes as “Original Proposal” and “Copy of Proposal” as appropriate. The 2 envelopes shall then be sealed in an outer envelope. The number of copies required shall be as specified in the **Data Sheet** (DS No. 19). In the event of any discrepancy between the contents of the “Original Proposal” and the “Copy of Proposal”, the contents of the original shall govern. The original version of the Proposal shall be signed or initialed by the Proposer or person(s) duly authorized to commit the Proposer on every page. The authorization shall be communicated through a document evidencing such authorization issued by the highest official of the firm, or a Power of Attorney, accompanying the Proposal.
- 23.4 Proposers must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Proposer accepts the General Contract Terms and Conditions of UNDP as attached hereto as Section 9.

24. Deadline for Submission of Proposals and Late Proposals

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

UNDP shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal received by UNDP after the deadline for submission of Proposals shall be declared

late, rejected, and returned unopened to the Proposer.

25. Withdrawal, Substitution, and Modification of Proposals

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

26. Proposal Opening

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

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

27. Confidentiality

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

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

In the event that a Proposer is unsuccessful, the Proposer may seek a meeting with UNDP for a debriefing. The purpose of the debriefing is discussing the strengths and weaknesses of the Proposer's submission, in order to assist the Proposer in improving the proposals presented to UNDP. The content of other proposals and how they compare to the Proposer's submission shall not be discussed.

E. EVALUATION OF PROPOSALS

28. Preliminary Examination of Proposals

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

29. Evaluation of Proposals

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

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

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

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

Rating the Technical Proposal (TP):

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

Rating the Financial Proposal (FP):

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

Total Combined Score:

$$\begin{aligned} & (\text{TP Rating}) \times (\text{Weight of TP, e.g. 70\%}) \\ & + (\text{FP Rating}) \times (\text{Weight of FP, e.g., 30\%}) \\ & \hline & \text{Total Combined and Final Rating of the Proposal} \end{aligned}$$

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

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

30. Clarification of Proposals

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

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

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

31. Responsiveness of Proposal

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

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

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

32. Nonconformities, Reparable Errors and Omissions

Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.

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

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

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

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

F. AWARD OF CONTRACT

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

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

UNDP shall also verify, and immediately reject their respective Proposal, if the Proposers are found to appear in the UN's Consolidated List of Individuals and Entities with Association to Terrorist Organizations, in the List of Vendors Suspended or Removed from the UN Secretariat Procurement Division Vendor Roster, the UN Ineligibility List, and other such lists that as may be established or recognized by UNDP policy on Vendor Sanctions. (See http://www.undp.org/content/undp/en/home/operations/procurement/procurement_protest/ for details)

34. Award Criteria

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

35. Right to Vary Requirements at the Time of Award

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

36. Contract Signature

Within seven (7) days from the date of receipt of the Contract, the successful Proposer shall sign and date the Contract and return it to UNDP.

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

37. Performance Security

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

38. Bank Guarantee for Advanced Payment

Except when the interests of UNDP so require, it is the UNDP's preference to make no advanced payment(s) on contracts (i.e., payments without having received any outputs). In the event that

the Proposer requires an advanced payment upon contract signature, and if such request is duly accepted by UNDP, and the said advanced payment exceeds 20% of the total proposal price, or exceed the amount of USD 30,000, UNDP shall require the Proposer to submit a Bank Guarantee in the same amount as the advanced payment. A bank guarantee for advanced payment shall be furnished in the form provided in Section 8.

39. Vendor Protest

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

<http://www.undp.org/procurement/protest.shtml>

Instructions to Proposers

DATA SHEET

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

DS No.	Cross Ref. to Instruc-tions	Data	Specific Instructions / Requirements
1		Project Title :	UNDP Employee Engagement Survey
2		Title of Services/Work:	Global Staff Survey
3		Country / Region of Work Location:	As per TOR
4	C.13	Language of the Proposal:	✓ English
5	C.20	Conditions for Submitting Proposals for Parts or sub-parts of the TOR	✓ Not allowed
6	C.20	Conditions for Submitting Alternative Proposals	✓ Shall not be considered

7	C.22	A pre-proposal conference will be held on:	<p>A Proposer's Conference will be held:</p> <p>Venue: Virtual via Telecom Date: 11th March 2015 at 08:30am Eastern Time Place/Tel: Audio conference details will be provided to the prospective Proposers that have confirmed their intended participation on or before 9th March 2015.</p> <p>The UNDP focal point for this arrangement is: nazim.razak@undp.org</p>
8	C.21	Period of Proposal Validity commencing on the submission date	✓ 120 days
9	B.9.5 C.15.4 b)	Proposal Security	✓ Not Required
10	B.9.5	Acceptable forms of Proposal Security	N/A
11	B.9.5 C.15.4 a)	Validity of Proposal Security	N/A
12		Advanced Payment upon signing of contract	✓ Not allowed
13		Liquidated Damages	✓ Will not be imposed
14	F.37	Performance Security	✓ Not Required
15	C.17, C.17 b)	Preferred Currency of Proposal and Method for Currency conversion	✓ United States Dollars (US\$)
16	B.10.1	Deadline for submitting requests for clarifications/ questions	Clarifications will be provided on rolling basis and last request for questions/clarifications should be submitted to UNDP no later than 14 business days before the submission date.
17	B.10.1	Contact Details for submitting clarifications/questions	Facsimile:

			E-mail address dedicated for this purpose: nazim.razak@undp.org and cc: bakhtiyor.khamraev@undp.org
18	B.11.1	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	✓ Direct communication to prospective Proposers by email and Posting on the website http://procurement-notices.undp.org/
19	D.23.3	No. of copies of Proposal that must be submitted [if transmitted by courier]	The Proposer shall prepare the Proposal in two parts: the Technical Proposal and the Financial Proposal. Proposals must be submitted electronically. Please refer to DS No. 23 for details.
20	D.23.1 D.23.2 D.24	Proposal Submission Address	Please refer to item 23 below for electronic submission guidance
21	C.21 D.24	Deadline of Submission	Date : 2nd April 2015 Time : Before or on 12 a.m. Local Time Kuala Lumpur
22	D.23.2	Allowable Manner of Submitting Proposals	✓ Electronic submission of Proposals
23	D.23.2 D.26	Conditions and Procedures for electronic submission and opening, if allowed	<ul style="list-style-type: none"> ✓ Official Address for e-submission: psa.bids@undp.org ✓ Free from virus and corrupted files ✓ Format : PDF files only ✓ Password <u>must</u> not be provided to UNDP ✓ Max. File Size per transmission: 5 MB ✓ No. of copies to be transmitted : 1 ✓ Mandatory subject of email: See below instruction for details. ✓ Virus Scanning Software to be Used prior to transmission: Yes ✓ Time Zone to be Recognized: Local Time Kuala Lumpur ✓ Other conditions: See below instruction for electronic submission. <p style="text-align: center;">Instruction for electronic submission</p> <p>The Proposer shall submit their proposal by e-mail to</p>

			<p>psb.bids@undp.org. In this case the Proposer shall send separate proposals for: 1) technical proposal; 2) financial proposal as separate attachments to the message(s).</p> <p>Having prepared the Proposal in paper formats as specified in Sections 4, 5, and 6 the entire Technical Proposal should be scanned or otherwise converted into one or more electronic .pdf (Adobe Acrobat) format files and attached to one or more E-mails. Same should be done for Section 7 – Financial Proposal.</p> <p>The Subject line of the E-mail(s) should state: “Technical proposal RFP/UNDP/OHR/001/2015 – Employee Engagement Survey; and separate email “Financial proposal for the RFP/UNDP/OHR/001/2015 – Employee Engagement Survey - DO NOT OPEN”.</p> <p>To secure your <u>financial offer</u> please SET-UP A PASSWORD for the <u>Financial Proposal</u> which will be requested as follows:</p> <p>a) The password for Financial Proposal will be requested from the Proposers if they are successful in the Technical Proposal evaluation. Only those who achieved the minimum score on the technical evaluation will be requested to provide the password to the financial proposals.</p> <p>It is strongly suggested that Proposers make a note of the passwords and keep them in a safe place. If we are unable to open the file because of forgotten password(s) the proposal will be disqualified.</p> <p>Proposers may send as many e-mails as needed; however, the size of each e-mail should not exceed five megabytes (5 MB). As an e-mail can take some time to arrive after it is sent, we advise all Proposers to send e-mail submissions well before the deadline. Please be aware that bids e-mailed to UNDP will be rejected if they are <u>received</u> after the deadline for bid submission.</p> <p>When choosing to submit their proposals electronically, Proposers are solely responsible for ensuring that any and all files sent to UNDP are readable, that is, uncorrupted, in the indicated electronic format, and free from viruses and malware. Failure to provide readable files will result in the proposal being rejected.</p>
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			Please Note: Any proposal sent to the private email addresses of any procurement staff will not be accepted.
24	D.23.1	Date, time and venue for opening of Proposals	Not applicable for public bid opening.
25	E.29.2 E.29.3 F.34	Evaluation method to be used in selecting the most responsive Proposal	<p>Stage 1: Non-Discretionary “Pass/Fail” Criteria on the capability; and</p> <p>Stage 2: Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively</p>
26	C.15.1	Required Documents that must be Submitted to Establish Qualification of Proposers (In “Certified True Copy” form only)	<ul style="list-style-type: none"> ✓ Company Profile, including printed brochures and product catalogues relevant to the goods/services being procured ✓ Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Proposer is not a corporation ✓ Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Proposer, if any ✓ Latest Audited Financial Statement (Income Statement and Balance Sheet) including Auditor’s Report ✓ Statement of Satisfactory Performance from the Top 3 Clients in terms of Contract Value the past 5 years ✓ All information regarding any past and current litigation during the last five (5) years, in which the Proposer is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded.
27		Other documents that may be Submitted to Establish Eligibility	Provide at least three client references for similar projects (amount and scale) contracted as main contractor.
28	C.15	Structure of the Technical Proposal (<i>only if different from the provision of Section 6</i>)	N/A
29	C.15.2	Latest Expected date for commencement of Contract	June 2015
30	C.15.2	Expected duration of contract (Target Commencement Date and Completion Date)	Three (3) years subject to satisfactory performance. LTA can be extended for another two (2) years.

31		UNDP will award the contract to:	One Proposer only
	E.28	Preliminary Examination of Proposals	<p><u>Memo to Offerors (Examples of Bid Rejection)</u></p> <p>Proposals have been rejected at the submission stage or found to be technically noncompliant due to errors in presentation and failure to follow bidding instructions.</p> <p>Below are some of the more common examples of why proposals are rejected by UNDP. Proposers are urged to read this before submission and to check that their proposal conforms to each of these points and the instructions as noted in the bidding documents.</p> <ul style="list-style-type: none"> ➤ Proposal is submitted <u>after</u> the deadline for submission, either by hand or electronically. Emailed proposals sent just before the deadline may arrive after the deadline and be rejected. Therefore, make sure to submit your proposals beforehand. ➤ Proposal <u>not</u> submitted to correct physical or electronic address. Note that the address for proposal submission is different to the address for bid questions. ➤ Proposal is submitted as a single package, without separating technical and financial proposal (including CDs). ➤ Proposal is <u>not</u> signed as per the instructions in the RFP. ➤ <u>Not</u> all sufficient documents have been provided. ➤ Documents provided are <u>not</u> in English. ➤ Documents provided do <u>not</u> directly address each point of the evaluation criteria. ➤ Proposal is more like a brochure for the firm without specifically addressing the specific evaluation criteria of the RFP and TOR. ➤ Proposal does <u>not</u> offer goods or services which have been specifically requested by UNDP in the Terms of Reference. ➤ Failure to enclose the Proposal Submission Form (see Section 4). ➤ The Proposer failed to consult the UNDP website before the deadline for bid submission and did not see the changes to the RFP/TOR listed there which need to be incorporated in the proposal. ➤ The Proposer failed to read the minutes of the Proposers conference and to include the relevant points in their proposal.

			<ul style="list-style-type: none"> ➤ The Proposer declines or proposes a major deviation to UNDP General Conditions of Contract (see Section 9). ➤ Proposal contains viruses and/or corrupted files. The Proposers should ensure that submitted proposals DO NOT contain viruses and/or corrupted files. Such proposals will be rejected. <p>The above examples illustrate some errors which may be made by Proposers. This is a partial list. The bidding documents contain the full list of instructions relevant to each particular bid and should be followed carefully.</p>
32	E.29.2 F.34	Criteria for the Award of Contract and Evaluation of Proposals	See award criteria below.
33	E.29.4	Post-Qualification Actions	<ul style="list-style-type: none"> ✓ Verification of accuracy, correctness and authenticity of the information provided by the Proposer on the legal, technical and financial documents submitted; ✓ Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; ✓ Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed;
34		Conditions for Determining Contract Effectivity	N/A
35		Other Information Related to the RFP	<p>http://procurement-notice.undp.org/</p> <p>UNDP expects that contracted winning vendor will make available same services and financial offer to any other United Nations Entity interested in entering into a similar arrangement. In such case an UN Entity will sign separate contract with winner LTA vendor.</p>

Stage 1:

Proposer must meet below mandatory Pass/Fail criteria to qualify for Stage 2 of the evaluation:

Mandatory Pass/Fail Criteria	Compliance (Yes/No)	Comments
Is Proposer able to provide the web-based survey?		

Stage 2:**TECHNICAL EVALUATION CRITERIA**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization submitting Proposal	30%	300
2.	Proposed Work Plan and Approach	45%	450
3.	Key Personnel	25%	250
Total			1000

The obtainable number of points specified for each criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

Form 1: Expertise of Firm/Organization Submitting Proposal

Form 2: Proposed Work Plan and Approach

Form 3: Personnel

Technical Proposal Evaluation Form 1		Points obtainable
Expertise of firm/organization submitting proposal		
1.1(a)	Has the Offeror submitted all requested company profile documentation? Is it relevant and up to date?	20
1.1 (b)	Company standing in the industry (by reference to any certifications, analysis by independent research entities, other information on the firm's relevant expertise and reputation)	20
1.1 (c)	How successful is the general history of the firm regarding timely and successful completion of projects?	25
1.1 (d)	Has the firm provided letters of reference from previous clients for similar projects?	15
1.2	Legal standing of the Offeror (Litigation and Arbitration history)	20
1.3	General organizational capability likely to affect implementation (i.e., loose consortium, holding company or one firm, size of the firm/organization, strength of project management support, e.g. project financing capacity and project management controls)	30
1.4	Extent to which any work would be subcontracted and how well	20

	subcontractor(s) measure up to the evaluation used for the Offeror (subcontracting carries additional risk, which may affect project implementation, but properly done it offers a chance to access specialized skills)	
1.5	Has the Offeror demonstrated use of clear and strong quality assurance procedures, reflected in the effective management and successful outcomes of past projects?	30
1.6	How well has the Offeror demonstrated experience in completing similar projects for global multilateral public and/or private organization (experience with UN is an asset but not mandatory)? Specific information to include: experience of the organization and personnel in large-scale, online survey work, including administration, data analysis and presentation, and pre-/post-implementation support; expertise and experience with surveys and post-survey organizational support focused specifically on employee engagement and inclusion.	100
1.7	What percentage of the Offeror's total business turnover relates to developing survey platforms and conducting surveys?	20
Total Form 1		300

Technical Proposal Evaluation Form 2		Points obtainable
Proposed Work Plan and Approach		
2.1	How well has the Offeror demonstrated a thorough understanding of the purpose and scope of the project, as outlined in the Terms of Reference?	60
2.2	How closely does the Offeror's proposed solution and approach match the business requirements outlined in the Terms of Reference?	70
	How effective is the proposed solution and approach methodology in term of addressing key requirements of the RFP, and objectives as outlined in the Terms of Reference, in particular: <ul style="list-style-type: none"> • How logical and sound is the proposed approach towards the survey design process • How logical and sound is the proposed approach to survey implementation • How logical and sound is the proposed approach to results analysis methodology (overall analysis, cross dimensional analysis, trend analysis, mapping against relevant external benchmarks, etc.) • How effective is the proposed methodology/solution in terms of supporting survey follow-up action • How effective is the proposed approach in terms of ensuring timely submission of survey reports • How user-friendly is a proposed survey solution • How effective is the data quality assurance mechanism • How effective is the mechanism to ensure confidentiality/security of responses 	160
2.3	How well has the Offeror identified pertinent issues and potential problems related to the project? Have the important aspects of the task	30

	been addressed in sufficient detail?	
2.4	How effectively does the Offeror describe the project implementation plan? Does the project plan appear logical and realistic, and promise efficient implementation of the project?	80
2.5	How creative is the Offeror's solution/approach and has it offered the necessary flexibility to respond to evolving requirements resulting from organizational change in addition meeting the objectives outlined in the Terms of Reference?	50
Total Form 2		450

Technical Proposal Evaluation Form 3		Points Obtainable
Key Personnel		
3.1	Is the proposed team strong and does it have specialized knowledge and experience in similar projects which possesses talent and expertise in the design, administration, and analysis of large-scale employee engagement surveys in an online format for an international or global organizations?	30
3.2	Project Manager with minimum 7 years of similar experience	120
	General Qualifications / Suitability for the Project	
	- Experience in large-scale employee engagement surveys in an online format and in a multi-cultural context	60
	- Prior experience in similar projects for organizations comparable to UN or international entities	50
	- Strong presentation/communication skills	10
3.3*	Experts/Facilitators with relevant experience of at least 5 years.	100
	- Expertise and experience in large-scale employee engagement surveys and statistical analysis in a multi-cultural context	40
	- Prior experience in similar projects for organizations comparable to UN or international entities	40
	- Training capability on on-line survey portal usage	20
	Total Part 3	250

* For evaluation purposes the average score of CVs (Experts/Facilitators) will be used.

Section 3: Terms of Reference (TOR)

Terms of Reference for Request for Proposals UNDP EMPLOYEE ENGAGEMENT SURVEY

A. Background

Since 1999, UNDP has been conducting its annual Global Staff Survey (GSS)¹ designed as a corporate tool for measuring the UNDP workplace health. Since its launch, it has become an important mechanism for UNDP personnel to openly share their feedback on the working environment in their offices, and voice concerns that they face. With that, GSS is often seen as an internal and external accountability tool, with data from the GSS used not only to assess performance of offices but also calculate several organizational performance indices monitored at the corporate level and reported to the UNDP Executive Board. GSS is also a valuable source of information for management action and relevant corporate policies.

While the original scope of the GSS as an all employee survey was maintained across years, the exact focus of the Survey varied and was often reflective of the specific organizational priorities during a particular period of time. In 2013, the Survey was redesigned and even though it still contains some of the initial elements, it has been primarily positioned as an engagement survey and focuses on issues related to employee engagement.

With the adoption of the new Strategic Plan which has defined a new trajectory for UNDP as a thought-leader on development issues and a provider of integrated development expertise and services, UNDP has embraced employee engagement as a critical institutional priority. This also means a commitment to regular measurement of engagement. As a very dynamic phenomenon, engagement fluctuates and it is not sufficient, therefore, to assess and address it once. For the organization to be able to harness the best of its talent, it should continuously connect with its personnel and have a clear appreciation of how much of their best effort they are willing and able to bring to work. Hence UNDP's search for a new modern dynamic and more effective employee engagement survey.

B. Objective

UNDP is seeking to engage the services of a professional company to design and implement a new UNDP Employee Engagement Survey based on industry best practice.

The objective of the Survey is to help UNDP build sustainable high-level employee engagement across the organization through:

- (1) measuring and monitoring employee engagement as a key driver of high performance;

¹ See Annex 1 for details

- (2) providing UNDP employees with a mechanism to proactively participate in shaping their working environment;
- (3) increasing understanding among managers and staff how UNDP can better engage its people and thus deliver better results through increased productivity, continuous search for more effective and efficient ways of work, and innovation; and
- (4) guiding focused management action – corporately and locally.

To ensure a more comprehensive view of employee engagement levels and re-focus its strategy from only shaping engagement in the present to building and maintaining strong employee engagement capital over the long term, the Survey should use innovative engagement measures, potentially assessing perceptions of past events, present experiences and future expectations of employees.

The Survey is expected to deliver engagement data which is easy to understand, interact with, turn into meaningful information, and link to other aspects of organizational performance. It should allow to benchmark UNDP against other global organizations comparable with UNDP in terms of size, global presence, etc. as well as clearly prioritize engagement drivers to determine optimal investment areas for follow-up action and proactively leverage engagement data for organizational decisions corporately and locally.

C. Scope of works

The Contractor to be identified through the RFP process should:

- Design the new Employee Engagement Survey, in collaboration with UNDP;
- Host and implement the Survey ensuring protection of individually-identifiable data from disclosure;
- Analyze Survey results and deliver relevant reporting; facilitate analysis of linkages between Survey results and key organizational performance matrices; work with UNDP to communicate Survey results to the organization;
- Facilitate action planning for the Survey follow-up through the analysis and prioritization of drivers, exploring linkages and dependencies between various results/drivers, and providing information about possible “winning strategies”;
- Enable offices to monitor effectiveness of follow-up action.

More specifically, the **key deliverables** include:

Output 1. Survey Design

- The Survey should be designed and programmed by the Contractor to collect data that would enable UNDP to measure the level of employee engagement across the organization, understand key drivers of engagement and dependencies, identify successes and diagnose problems, and facilitate design of follow-up measures to ensure improvement.

- The Survey should be web-based and allow for seamless administration in various bandwidth environments. Functionality that would enable respondents to take the Survey on various devices, including mobile devices, is an asset.
- To ensure more meaningful analysis and guide development and prioritization of the post-survey follow up, the Survey design/programming should allow for multi-dimensional rating scales, e.g. measuring the degree of agreement/satisfaction together the degree of importance of various workplace aspects for employees. UNDP is looking for a creative rating/analysis/projection models.
- The process for designing the Survey should allow for interaction with multiple discussion sessions between the Contractor and UNDP to determine an optimal set of questions in order to: (1) to meet survey objectives, and (2) enable corporate reporting based on already agreed indicators. In this process, UNDP will expect the Contractor to provide expert advice on the questionnaires, including questions' content (*the Contractor may already have standard questions used with multiple organizations to ensure benchmarking*), their alignment with/relevance for the Survey objectives, specific wording, rating scales, and other aspects of the Survey.
- The Survey should be focused and concise not to create excessive response burden for participants and allow fast administration, processing of results and issuance of reports.
- Some adjustments to the Survey design may be needed annually.

Output 2. Survey Implementation

- The Survey should be expected to be administered in September/October of the year, typically for up-to three weeks (i.e. 2 weeks with a possible extension of one more week).
- While developed in English, the Survey should be administered in 5 languages – English, French, Spanish, Arabic and Russian. The Contractor should arrange for the translations. UNDP will provide relevant information to facilitate the translation process (e.g. titles of UNDP organizational Units in different language) and will ensure verification of language versions.
- To ensure confidentiality, the Contractor must host the Survey and ensure – through relevant security arrangements – that no individual employee could be identified.
- Working closely with the Survey team in UNDP, the Contractor should be prepared to communicate directly with UNDP staff on the launch of the Survey and relevant reminders.
- The company should transfer data from the past surveys to their survey hosting environment to ensure comparison/trending of results across years. Past survey data will be provided by UNDP in excel format.
- UNDP will expect the Contractor to avail of and apply relevant methodology(-ies) for ensuring data quality, reliability and validity and preventing potential errors or attempts to manipulate results through, for example, multiple entries, etc.

Output 3. Survey Analysis and Reporting

- The Survey platform should allow for the real-time monitoring of response rate (for the entire organization, regions, and organizational units/offices). Functionality that would enable real-time view of responses to a number of key questions is an asset.
- The Survey design should account for the organizational complexity of UNDP (e.g. matrix reporting, a complex combination of HQs, regional, and country offices in multiple locations) and allow flexible reporting (e.g. whereby same staff would rate various aspects of the working environment in multiple offices)
- Results should be available at multiple levels (e.g. organization-wide, regional, office, unit and sub-unit) and tailored to different audiences (senior executives, managers, HR practitioners, and staff at large). Reports should also include multiple cut of results by various demographic criteria such as, for example, gender identity, age, tenure in UNDP, contract type, type of functions, among others, to enable analysis of engagement drivers for various groups of staff and, hence, customization of follow-up action. Reports should also provide comparisons of the Survey results to those of previous surveys, as well as benchmark UNDP results against other organizations or accepted “norms”.
- All reports are to be developed in English. Ability to report in multiple languages is an asset, but will not be used as a disqualifying factor. Each bidder should include up-to three samples of reports with the proposal.
- An online portal to generate customized reports and analyze Survey data, including its linkages to key performance matrices, should be available. A mechanism for analysis of responses to open-ended questions (e.g. generation of word clouds) should also be provided. The functionality of the portal should allow for the graphical presentation of results (e.g. graphs, charts, heat maps, landscape maps, etc.) and generation of custom presentations to support communication of results and post-Survey discussions.
- To facilitate follow-up to the Survey and help offices to create solutions to issues and risks identified through the Survey, the portal should also include resources for managers to design post-survey action plans. Among others, the tool should allow for the review and analysis of action plans prepared by different offices to appreciate a UNDP-wide action to strengthen engagement, especially in areas identified as priority for the entire organization.
- All bidders should submit a short recorded video demonstrating the key functionality of their reporting portal (5-15 minutes).
- The Contractor will be expected to deliver up to three virtual training sessions annually to relevant UNDP constituencies on the use of the on-line reporting portal, its functionality, and use, as well as on ways to read/interpret various reports. A recording of a training session will also have to be available.
- The Contractor should expect to be requested to make up to ten presentations of the survey results annually for various audiences, including UNDP senior management, upon demand (the exact scope of the presentations to be determined). Presentations are expected to be virtual, but should travel be involved, UNDP will cover relevant travel costs based on UNDP policy.

Output 4. Post-Survey Action Planning

- The Contractor should expect to be available for up to ten/ annual sessions with different UNDP offices to facilitate the design Survey follow-up action plans. Should travel be involved, UNDP will cover relevant travel costs based on UNDP policy.
- The Contractor should provide the final debrief of the project and ensure transfer of all information/data and survey documentation to UNDP. Should travel be involved for this, UNDP will cover relevant travel costs based on UNDP policy.

Other requirements

- The Contractor should be prepared to provide additional client services as necessary including, but not limited to ad-hock updates/queries, regular – weekly or bi-weekly – virtual status meetings and, if needed, face to face meetings.

D. Ownership of Data

UNDP will own all the survey data generated through the Survey. The company is requested to hand over the data to a responsible UNDP staff once the project is completed.

Deliverables, Timelines and Payment

SN	Deliverables as per TOR	Timeline	Approximate # of consultant weeks	Payment
1.	Output 1 - Survey design	June -August	up to 12 weeks (Updates at no charge to UNDP)	Payment will be made upon 100% acceptance and approval of each deliverable
2.	Output 2 - Survey Implementation	September	up to 3 weeks	
3.	Output 3. Survey Analysis and Reporting	October-November	up to 5 weeks A high-level overview report for UNDP to be	

			available in 2-3 weeks.	
4.	Output 4. Post-Survey Action Planning	November-December	Up to two weeks	

Note: *Timeline is tentative

Travel Expenses:

Bidders do not need to budget any travel and living expenses costs in the Proposal. If travel (s) will be required (for instance face-to-face meeting/presentation) UNDP will reimburse the vendor's travel costs, however, UNDP will not accept travel costs exceeding those of an economy class ticket. Should company personnel wish to travel on a higher class they must do so using their own resources. Under no circumstances will UNDP's reimbursement of living expenses exceed UNDP's Daily Subsistence Allowance (DSA) rates for each duty station (country) for the period of each mission and as per UNDP DSA policy, reduced DSA rates will apply for provided meals and accommodations.

A maximum provisional amount for the above expenses will be added into the contract which would cover additional relevant expenses. This provisional amount will be payable by UNDP which will be determined during the contracting phase.

Annex 1.

General Information about UNDP

- UNDP has about 7500 staff, 10,000 Service Contract holders and over 1,000 UN volunteers.
- UNDP workforce is very diverse with personnel from 160 + countries working in the organization. Full list of UNDP offices is available at <http://www.undp.org> ("UNDP around the World").
- UNDP's organizational structure includes its Headquarters located in several countries, global policy centers, Regional Service Centers and other regional/sub-regional offices, and Country Offices in 130 + countries. There are over 200 organizational units/sub-units in UNDP for which survey results are issued.
- Some staff in Regional Service Centers (RSCs) have matrix relationship with the respective HQs Bureau and the RSC.

Key facts about the current Global Staff Survey

Dimensions covered by the GSS	Engagement; work design/empowerment; openness, fairness and respect; meeting clients' needs; professional growth and development; supervision; office management team; accountability; top management; work-life balance; UNDP as a place to work
Respondents	All UNDP staff members, personnel holding Service Contracts of six

	months or longer, and UN Volunteers
Number of Respondents	7,000 – 8,500 respondents a year
Number of questions	From 70 to over 100 close-ended questions and one open-ended question. Sample GSS questions are provided in Annex 2 for reference.
Language	English, Arabic, French, Russian and Spanish
Frequency	Once a year
Format	Anonymous on-line survey
Method	An e-mail message from the UNDP Administrator, the highest UNDP official, is sent to all personnel to invite them take the Survey and sharing a URL on the Contractor's server.
Reporting	A summary of the GSS results are disseminated through the Administrator's message to all personnel. In addition, standard reports are made available to all staff via the UNDP Intranet.



Sample questions from 2014 Global Staff Survey Questionnaire

1. Overall, how would you rate UNDP (UNCDF or UNV) as an organization to work for compared with other organizations you may know about?

- Select one response
1. One of the best
 2. Above average
 3. Average
 4. Below average
 5. One of the worst

Please indicate how much you feel your present job provides each of these:

Select one response for each item	A Great Deal	An Above Average Amount	About An Average Amount	Not Too Much	Hardly Any
2. A chance to learn new skills and develop your talents	1	2	3	4	5
3. A chance to have your ideas adopted and put into use	1	2	3	4	5
4. An opportunity to do challenging and interesting work	1	2	3	4	5
5. The authority to make decisions about how to do your job	1	2	3	4	5

How strongly do you agree or disagree with the following statements?

Select one number for each statement	Strongl y Agree	Tend to Agree	Hard to Decide	Tend to Disagre e	Strongl y Disagre e
6. My job makes good use of my skills and abilities.	1	2	3	4	5
7. I have a good understanding of what is expected from me in my job.	1	2	3	4	5

8. My work gives me a feeling of personal accomplishment.	1	2	3	4	5
9. I am satisfied with the recognition I receive for doing a good job.	1	2	3	4	5
10 I have a good understanding of UNDP*s vision and mission.	1	2	3	4	5
11 I am confident about the future direction of UNDP*.	1	2	3	4	5
12 I am proud to work for UNDP*.	1	2	3	4	5
13 I am confident that the results of this survey will be used constructively by UNDP*.	1	2	3	4	5
14 I am satisfied with the way knowledge, experience and expertise from across UNDP is accessible when needed.	1	2	3	4	5
15 Work pressures in my job are at acceptable levels.	1	2	3	4	5

Overall, how would you rate UNDP* compared to other organizations you may know about on the following?

Select one response for each item	<u>Very Good</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Very Poor</u>
16. Being able to attract high-quality people	1	2	3	4	5
17. Being able to retain high-quality people	1	2	3	4	5
18. Onboarding of personnel	1	2	3	4	5
19. Cooperation between managers in different offices	1	2	3	4	5
20. Providing necessary measures to protect my safety and security in my office	1	2	3	4	5

How strongly do you agree or disagree with the following statements?

Select one number for each statement	<u>Strongly Agree</u>	<u>Tend to Agree</u>	<u>Hard to Decide</u>	<u>Tend to Disagree</u> <u>e</u>	<u>Strongly Disagree</u> <u>e</u>
21 Staff in Country Offices and Headquarters work together effectively.	1	2	3	4	5
22 UNDP* is an ethical organization, worthy of public trust.	1	2	3	4	5
23 UNDP* inspires me to perform at my best.	1	2	3	4	5
24 Employees are treated fairly without regard to race, ethnicity, religion, gender identity, sexual orientation, age, nationality, disability or language	1	2	3	4	5
25 In UNDP*, taking a calculated risk and failing is better than not taking a risk at all.	1	2	3	4	5

26 How well are you kept informed about what is going on in UNDP*?

- Select
one
response
1. I am kept very well informed
 2. I am kept fairly well informed
 3. I receive only a limited amount of information
 4. I am not provided with information

Overall, how would you rate your office on the following?

Select one response for each item	<u>Very Good</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Very Poor</u>
27. Treating me with respect and dignity as an individual	1	2	3	4	5
28. Providing training so that I can handle my present job properly	1	2	3	4	5

29. Applying policies and procedures consistently to all staff	1	2	3	4	5
30. Listening to my ideas, problems, and suggestions	1	2	3	4	5
31. Providing high-quality service to clients	1	2	3	4	5
32. Providing resources necessary to do high-quality work					
33. Creating an environment of openness and trust	1	2	3	4	5

How strongly do you agree or disagree with the following statements?

<u>Select one number for each statement</u>	<u>Strongly Agree</u>	<u>Tend to Agree</u>	<u>Hard to Decide</u>	<u>Tend to Disagree</u>	<u>Strongly Disagree</u>
				<u>e</u>	<u>e</u>
34 The people I work with in my office cooperate to get the job done.	1	2	3	4	5
35 Current internal processes and procedures allow me to deliver high-quality services to my clients.	1	2	3	4	5
36 The workload is distributed fairly in my office.	1	2	3	4	5
37 Staff in my office are able to use flexible working arrangements, as needed (either to balance their work and other commitments or to determine the most appropriate schedule to get work done effectively).	1	2	3	4	5
38 The work of my office helps effectively address development challenges and/or has a positive impact on the ability of the organization to achieve better development results.	1	2	3	4	5
39. What do you think you could do more of to help UNDP* achieve its goals in your country and more broadly?					

The following demographic questions help us understand how various groups of staff view things.

M. What is the main focus of your work?

- Select
one
response
1. Programme
 2. Operations
 3. Programme and Operations
 4. Policy
 5. Other

N. Do you supervise staff?

1. Yes
2. No

O. How many years have you worked in your present job?

- Select
one
response
1. Less than 1 year
 2. Over 1 year but less than 5 years
 3. 5 years or more

P. How many years have you been employed by UNDP*?

- Select
one
response
1. Less than 1 year
 2. 1-5 years
 3. 6-10 years
 4. 11 years or more

Q. To which age group do you belong?

- Select
one
response
1. 35 and below
 2. 36-45

3. 46-55
4. 56 and above

Section 4: Proposal Submission Form²

[insert: Location, Date]

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

Dear Sir/Madam:

We, the undersigned, hereby offer to provide professional services for [insert: title of services] (check only one per submission):

in accordance with your Request for Proposal dated [insert: Date] and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal sealed under a separate envelope.

We hereby declare that:

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

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

We agree to abide by this Proposal for 120 days from bid closure day.

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

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

² No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

We remain,

Yours sincerely,

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

Name and Title of Signatory: _____

Name of Firm: _____

Contact Details: _____

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

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

Proposer Information Form³

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

RFP No.: *[insert number]*

Page _____ of _____ pages

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

³ The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

14. Attached are copies of original documents of:

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

Joint Venture Partner Information Form (if Registered)⁴

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

RFP No.: *[insert number]*

Page _____ of _____ pages

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

⁴ The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, No alterations to its format shall be permitted and no substitutions shall be accepted.

13. JV's Party Authorized Representative Information

Name: *[insert name of JV's Party authorized representative]*

Address: *[insert address of JV's Party authorized representative]*

Telephone/Fax numbers: *[insert telephone/fax numbers of JV's Party authorized representative]*

Email Address: *[insert email address of JV's Party authorized representative]*

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

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

Section 6: Technical Proposal Form

**Technical proposal formats are expressed below based on applicable Lots.
Please use relevant forms as necessary.**

<p>TECHNICAL PROPOSAL FORMAT</p> <p>INSERT TITLE OF THE SERVICES</p>
--

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

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

SECTION 1: EXPERTISE OF FIRM/ ORGANISATION

This section should fully explain the Proposer's resources in terms of personnel and facilities necessary for the performance of this requirement. All contents of this section may be modified or expanded depending on the evaluation criteria stated in the RFP.

1.1. Brief Description of Proposer as an Entity: Provide a brief description of the organization / firm submitting the proposal, its legal mandates/authorized business activities, the year and country of incorporation, types of activities undertaken, and approximate annual budget, etc. Company standing in the industry (by reference to any certifications, analysis by independent research entities, other information on the firm's reputation). Success rate of the firm regarding timely and successful completion of projects. Letters of reference from previous clients for similar projects must also be provided.

1.2 Litigation and Arbitration history: Include any history of litigation and arbitration in which the organisation / firm has been involved that could adversely affect or impact the performance of services, indicating the status/result of such litigation/arbitration.

1.3. General Organizational Capability: Financial Stability, Loose consortium, Size of the firm, strength of project management support, financing capacity, project financing capacity and project management controls.

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

1.5. Quality Assurance: Quality assurance procedures established in the process of project management (full description of procedures, control points, sub-contractors inputs)

1.6. Similar Projects: Demonstrate experience in completing similar projects for international organizations such as UN or multilateral organizations. Describe specific knowledge and experience in conducting global

staff survey and elaborate on what percentage of total business turnover relates to such projects.

Track Record and Experiences: Provide the following information regarding corporate experience within the last three (3) years which are related or relevant to those required for this Contract.

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

1.7 Please provide the percentage of the Offeror's total business turnover relates to developing survey platforms and conducting surveys.

SECTION 2 - APPROACH AND IMPLEMENTATION PLAN

This section should demonstrate the Proposer's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; and demonstrating how the proposed methodology meets or exceeds the requirements.

2.1. Scope of the project: Please provide a detailed description of the methodology for how the organisation/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Be sure to demonstrate your understanding of the purpose and scope of the project as outlined in the Terms of Reference.

2.2. Approach to the Service: The approach and proposed solution shall match the business requirements as outlined in the Terms of Reference.

2.3 Important aspects and potential issues: Include sufficient details on the important aspects of the task including identification of pertinent issues and potential problems related to the project.

2.4. Project Development Plan: Describe the project development plan in detail. Plan should appear to be logical, realistic and promise efficient implementation of the project.

2.5 Creativity of Solution/Approach: Solution/Approach should demonstrate creativity and should offer the necessary flexibility to respond to evolving requirements resulting from organizational change in addition to meeting the objectives of the RFP.

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

SECTION 3: KEY PERSONNEL

3.1 Resumes: Provide the CVs for Organizational Experts that will be provided to support the implementation of this project. CVs should demonstrate qualifications in areas relevant to the Scope of Services. Please use the

format below:

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

3.2 Suitability of Resumes: Resumes shall be complete and demonstrate backgrounds that would be desirable for individuals engaged in the work this project requires.

3.3 Qualification requirement of Key Personnel: Should comply with RFP, Technical Evaluation Criteria, Form 3.

(Note: No substitution of personnel will be tolerated once the contract has been awarded except in extreme circumstances and with the written approval of the UNDP. If substitution is unavoidable it will be with a person who, in the opinion of the UNDP project manager, is at least as experienced as the person being replaced, and subject to the approval of UNDP. No increase in costs will be considered as a result of any substitution.)

Section 7: Financial Proposal Form⁵

(Form to be submitted separately from Technical proposal)

The Proposer is required to prepare the Financial Proposal in an envelope separate from the rest of the RFP as indicated in the Instruction to Proposers.

All consultancy fees /rates quoted must be exclusive of all taxes, since the United Nations, including its subsidiary organs, is exempt from taxes as detailed in Clause 18 of the UNDP General Conditions for Contract.

The Financial Proposal must provide a detailed price breakdown of consultancy fees.

Proposer does not need to budget any travel and living expenses costs in the Proposal. If travel (s) will be required (for instance face-to-face meeting/presentation) UNDP will reimburse the vendor's travel costs, however, UNDP will not accept travel costs exceeding those of an economy class ticket. Should company personnel wish to travel on a higher class they must do so using their own resources. Under no circumstances will UNDP's reimbursement of living expenses exceed UNDP's Daily Subsistence Allowance (DSA) rates for each duty station (country) for the period of each mission and as per UNDP DSA policy, reduced DSA rates will apply for provided meals and accommodations.

A maximum provisional amount for the above expenses will be added into the contract which would cover additional relevant expenses. This provisional amount will be payable by UNDP which will be determined during the contracting phase.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal.

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

Table 1: Price Breakdown per Deliverables

SN	Deliverable/Activity as per TOR	Timeline	Quantity	Price Component			
				Year 1	Year 2	Year 3	TOTAL Price
1.	Output 1 - Survey design		Lump sum				
2.	Output 2 - Survey Implementation		Lump sum				
3.1	Output 3 - Survey Analysis and Reporting		Lump sum (excluding cost for up to 13 virtual training and presentation sessions annually)				
3.2	Output 3 – Virtual training session		3 sessions/annually				
3.3	Output 3 – Virtual presentation session		10 sessions/annually				
4.1	Output 4 - Post-Survey Action Planning		(excluding cost for up to 10 facilitation sessions annually)				
4.2	Output 4 – Facilitation sessions		10 sessions/annually				
5.	Make adjustments and/or modifications to Output 1 (survey materials)		As required				No Charge to UNDP
	TOTAL Price						

Table 2: Detailed Costing per Deliverables

Price Breakdown – Output 1 - Survey design

			Year 1	Year 2	Year 3	Total
I. Consultancy Fee	(Man days proposed)	USD/Consulting day				
a. Project Manager						
b. Expert						
c. Additional team members, if any						
Subtotal budget for personnel services						
II. Operational Expenses (Please Note: that the below expenses are served only as examples. They can be added and deleted. Proposers have to provide relevant breakdown for their proposed activities)		Unit Price				
1. Translation & Printing						
2. Data Collection Cost						
3. Qualitative research Cost						
4. Workshop/ Presentation						
5. Publication						
6. Others						
Subtotal for operational expenses						
III. Other Related Costs						
Subtotal for other costs						

	Year 1	Year 2	Year 3	Total
TOTAL SUM				

Price Breakdown – Output 2 - Survey Implementation

			Year 1	Year 2	Year 3	Total
I. Consultancy Fee	(Man days proposed)	USD/Consulting day				
a. Project Manager						
b. Expert						
c. Additional team members, if any						
Subtotal budget for personnel services						
II. Operational Expenses (Please Note: that the below expenses are served only as examples. They can be added and deleted. Proposers have to provide relevant breakdown for their proposed activities)		Unit Price				
1. Translation & Printing						
2. Data Collection Cost						
3. Qualitative research Cost						
4. Workshop/ Presentation						
5. Publication						
6. Others						
Subtotal for operational expenses						
III. Other Related Costs						

			Year 1	Year 2	Year 3	Total
Subtotal for other costs						
TOTAL SUM						

Price Breakdown – Output 3 - Survey Analysis and Reporting

			Year 1	Year 2	Year 3	Total
I. Consultancy Fee	(Man days proposed)	USD/Consulting day				
a. Project Manager						
b. Expert						
c. Additional team members, if any						
Note: the cost element d & e below should be separated from item a, b and c above. The cost is for comparison and training/ presentation session shall be held on 'as needed basis'.	Hrs/session	USD/ session				
d. Cost per virtual training session (up to 3 session/annual)						
e. Cost per virtual presentation of survey results (up to 10 session/annual)						
Subtotal budget for personnel services						
II. Operational Expenses (Please Note: that the below expenses are served only as examples. They can be added and deleted. Proposers have to provide relevant breakdown for their proposed activities)		Unit Price				

			Year 1	Year 2	Year 3	Total
1. Translation & Printing						
2. Data Collection Cost						
3. Qualitative research Cost						
4. Workshop/ Presentation						
5. Publication						
6. Others						
Subtotal for operational expenses						
III. Other Related Costs						
Subtotal for other costs						
TOTAL SUM						

Price Breakdown – Output 4 - Post-Survey Action Planning

			Year 1	Year 2	Year 3	Total
I. Consultancy Fee	(Man days proposed)	USD/Consulting day				
a. Project Manager						
b. Expert						
c. Additional team members, if any						
Note: the cost element below should be separated from item a, b and c above. The cost is for comparison and	Hrs/session	USD/ session				

			Year 1	Year 2	Year 3	Total
facilitation session shall be held on 'as needed basis'.						
Facilitation of design survey follow up (up to 10 session/annual)						
Subtotal budget for personnel services						
II. Operational Expenses (Please Note: that the below expenses are served only as examples. They can be added and deleted. Proposers have to provide relevant breakdown for their proposed activities)	Unit Price					
1. Translation & Printing						
2. Data Collection Cost						
3. Qualitative research Cost						
4. Workshop/ Presentation						
5. Publication						
6. Others						
Subtotal for operational expenses						
III. Other Related Costs						
Subtotal for other costs						
TOTAL SUM						

Table 3: Price Breakdown per Deliverables for Additional Two Years

SN	Deliverable/Activity as per TOR	Timeline	Quantity	Price Component		
				Year 4	Year 5	TOTAL Price
1.	Output 1 - Survey design		Lump sum			
2.	Output 2 - Survey Implementation		Lump sum			
3.1	Output 3 - Survey Analysis and Reporting		Lump sum (excluding cost for up to 13 virtual training and presentation sessions annually)			
3.2	Output 3 – Virtual training session		3 sessions/annually			
3.3	Output 3 – Virtual presentation session		10 sessions/annually			
4.1	Output 4 - Post-Survey Action Planning		(excluding cost for up to 10 facilitation sessions annually)			
4.2	Output 4 – Facilitation sessions		10 sessions/annually			
5.	Make adjustments and/or modifications to Output 1 (survey materials)		As required			No Charge to UNDP
	TOTAL Price					

Note: Price Table 3 is for UNDP reference only and will not be considered in the evaluation of Financial Proposal for initial three years of the Long-Term Agreement.

Section 8: Form for Advanced Payment Guarantee (*Not applicable*)

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

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

We have been informed that [name of Company] (hereinafter called "the Contractor") has entered into Contract No. [reference number of the contract] dated [insert: date] with you, for the provision of [brief description of Services] (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of [amount in words] ([amount in figures]) is to be made against an advance payment guarantee.

At the request of the Contractor, we [name of Bank] hereby irrevocably undertake to pay you any sum or sums not exceeding in total an amount of [amount in words] ([amount in figures])⁶ upon receipt by us of your first demand in writing accompanied by a written statement stating that the Contractor is in breach of its obligation under the Contract because the Contractor has used the advance payment for purposes other than toward providing the Services under the Contract.

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

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

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

[signature(s)]

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



SECTION 9

This is UNDP's template for long term agreement for bidder's reference, adherence to all terms and conditions is mandatory

Date _____

Dear Sir/Madam,

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

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

1. Contract Documents

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

2. Obligations of the Contractor

- 2.1 The Contractor shall perform and complete the Services described in Annex II with due diligence and efficiency

and in accordance with the Contract.

- 2.2 The Contractor shall provide the services of the following key personnel:

<u>Name</u>	<u>Specialization</u>	<u>Nationality</u>	<u>Period of service</u>
-------------	-----------------------	--------------------	--------------------------

....
....

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

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

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

[LIST DELIVERABLES]

[INDICATE DELIVERY DATES]

e.g.

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

- 2.6 All reports shall be written in the English language, and shall describe in detail the services rendered under the Contract during the period of time covered in such report. All reports shall be transmitted by the Contractor by _____ **[MAIL, COURIER AND/OR FAX]** to the address specified in 9.1 below.
- 2.7 The Contractor represents and warrants the accuracy of any information or data provided to UNDP for the purpose of entering into this Contract, as well as the quality of the deliverables and reports foreseen under this Contract in accordance with the highest industry and professional standards.

FIXED PRICE

3. Price and Payment

- 3.1 In full consideration for the complete and satisfactory performance of the Services under this Contract, UNDP shall pay the Contractor a fixed contract price of _____ **[INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS]**.
- 3.2 The price of this Contract is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Contractor in the performance of the Contract.
- 3.3 Payments effected by UNDP to the Contractor shall be deemed neither to relieve the Contractor of its obligations under this Contract nor as acceptance by UNDP of the Contractor's performance of the Services.
- 3.4 UNDP shall effect payments to the Contractor after acceptance by UNDP of the invoices submitted by the Contractor to the address specified in 9.1 below, upon achievement of the corresponding milestones and for the following amounts:

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

Invoices shall indicate the milestones achieved and corresponding amount payable.

4. Special conditions

- 4.1 The responsibility for the safety and security of the Contractor and its personnel and property, and of UNDP's property in the Contractor's custody, rests with the Contractor.
- 4.2 The advance payment to be made upon signature of the contract by both parties is contingent upon receipt and acceptance by UNDP of a bank guarantee for the full amount of the advance payment issued by a Bank and in a form acceptable to UNDP.
- 4.3 The amounts of the payments referred to under section 3.6 above shall be subject to a deduction of _____ **[INSERT PERCENTAGE THAT THE ADVANCE REPRESENTS OVER THE TOTAL PRICE OF THE CONTRACT]** % (... percent) of the amount accepted for payment until the cumulative amount of the deductions so effected shall equal the amount of the advance payment.
- 4.4 Owing to [.....], Article(s) [.....] of the General Conditions in Annex I shall be amended to read/be deleted.

5. Submission of invoices

- 5.1 An original invoice shall be submitted by mail by the Contractor for each payment under the Contract to the following address:
.....
- 5.2 Invoices submitted by fax shall not be accepted by UNDP.

6. Time and manner of payment

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

_____ **[NAME OF THE BANK]**
 _____ **[ACCOUNT NUMBER]**
 _____ **[ADDRESS OF THE BANK]**

7. Entry into force. Time limits.

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

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

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

8. Modifications

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

9. Notifications

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

For the UNDP:

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

For the Contractor:

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

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

Yours sincerely,

[INSERT NAME AND DESIGNATION]

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

Agreed and Accepted:

Signature _____
Name: _____
Title: _____
Date: _____

UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES

1.0 LEGAL STATUS:

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

2.0 SOURCE OF INSTRUCTIONS:

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

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

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

4.0 ASSIGNMENT:

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

5.0 SUB-CONTRACTING:

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

6.0 OFFICIALS NOT TO BENEFIT:

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

7.0 INDEMNIFICATION:

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

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

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

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

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

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

8.4.1 Name UNDP as additional insured;

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

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

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

9.0 ENCUMBRANCES/LIENS:

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

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

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or

acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

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

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

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

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

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

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

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

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

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

15.0 TERMINATION

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

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

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

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

16.0 SETTLEMENT OF DISPUTES

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

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

17.0 PRIVILEGES AND IMMUNITIES:

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

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or

charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

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

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

20.0 MINES:

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

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

21.0 OBSERVANCE OF THE LAW:

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

22.0 SEXUAL EXPLOITATION:

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

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

23.0 SECURITY:

23.1 The Contractor shall:

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

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

24.0 AUDITS AND INVESTIGATIONS:

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

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

25.0 ANTI-TERRORISM:

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

26.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Agreement, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Agreement signed by the Contractor and jointly by the UNDP Authorized Official.
