



29<sup>th</sup> September, 2015

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**Country:** Ghana

**Description of the assignment:** Consultancy for the Development of Standard Operating Procedures (SOPs) for Ministry of Justice and Attorney General's Department (MoJAGD) & its agencies

**Project name:** Legal and Justice Sector Reform Programme

**Period of assignment/services:** October - December 2015

To assist in understanding the requirements of this assignment, we have attached hereto the following:

- a) The Terms of Reference for the assignment described above (**Annex 1**);
- b) The standard Letter of Confirmation of Interest and Availability, which you must accomplish and submit to UNDP (**word version attached**) – **Annex 2**
- c) General Terms and Conditions (**Annex 3**)
- d) Personal History Form (P11) – (**word version attached**)

Technical and Financial Proposals should be submitted in two separate emails no later than 14<sup>th</sup> **October, 2015 at 10:00am** to this email address: [bids.gh@undp.org](mailto:bids.gh@undp.org) . As email subject, indicate UNDP/GHA/IC/2015/57.

Any request for clarification must be sent in writing by standard electronic communication to this email: [procurement.gh@undp.org](mailto:procurement.gh@undp.org) . As email subject, indicate UNDP/GHA/IC/2015/57. UNDP will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

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## 1. BACKGROUND

Ghana has been a relatively stable democracy with noteworthy advancement of good governance and progress towards achieving the Millennium Development Goals (MDGs) specifically the two goals of eradicating extreme poverty and hunger, and achieving universal primary education. With over two decades of constitutional democratic rule, Ghana has a deep respect for and protection of fundamental human rights and freedoms including the right to a fair trial and legal defense by providing access to justice for all persons. These rights are enshrined in Chapter five of the 1992 Constitution of the Republic of Ghana. The rule of law, a key component of democracy and good governance, is firmly rooted in Ghana given its laws that promote peace, stability, economic growth, justice, and equality, especially for indigents.

## 2. Objective

The aim of the Consultancy is to develop Institutional Standards to support new systems and procedures formulated and implemented under the Legal and Justice Sector Reform Programme. This assignment will focus only on the Ministry of Justice and Attorney General's Department (MoJAGD) especially its agencies such as (Legal Service Civil Division (LSCD), Legal Service Legislative Drafting Division (LSLD); the Law Reform Commission (LRC), and Council for Law Reporting (CLR).

The objectives of the assignment are to develop Standard Operating Procedures (SOPs) in consultation with the relevant legal service institutions identified above to facilitate efficient and effective justice delivery.

This will comprise:

2.1 Development of Standard Operating Procedures by defining and documenting processes, methodologies and respective workflows for MoJAGD and its responsible agencies

2.2 Review, development and operationalization of relevant internal policies in line with the SOPs for the MoJAGD and each of its responsible agencies

## 3. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

*Refer to Annex 1 – Terms of Reference*

## 4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

*Refer to Annex 1 – Terms of Reference*

## 5. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSAL

Interested individual consultants must submit the following documents/information on behalf of the team to demonstrate their qualifications:

- I. Proposal:
  - Explaining why the consultant is the most suitable for the work
  - Provide a brief methodology on how the consultant will approach and conduct the work
2. A technical proposal marked **UNDP/GHA/IC/2015/57** must be submitted separately. The financial proposal should be in the format as prescribed in **Annex 2B** under **Annex 2 (Break down of costs supporting the financial proposal and breakdown of Cost by Deliverables sheets)**
3. Personal History Form and CV including past experience in similar projects and at least 3 references.

## **6. FINANCIAL PROPOSAL**

### **Lump sum contract**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, number of anticipated working days).

### **Travel:**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

## **7. EVALUATION**

*See TOR*

### **ANNEXES**

**ANNEX 1 - TERMS OF REFERENCES (TOR)**

**ANNEX 2 - Letter of Confirmation of Interest and Availability**

**ANNEX 3 – Individual Contract General Terms and Conditions**

### **General Information to all prospective bidders but more importantly to the successful consultant**

For an Individual Contractor who is of 62 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required under the TOR, a full medical examination and statement of fitness to work must be provided.



## TERMS OF REFERENCE

### **Legal and Justice Sector Reform** **Development of Standard Operating Procedures (SOPs)** **Ministry of Justice and Attorney General's Department (MoJAGD) & its agencies**

#### **1. BACKGROUND**

Ghana has been a relatively stable democracy with noteworthy advancement of good governance and progress towards achieving the Millennium Development Goals (MDGs) specifically the two goals of eradicating extreme poverty and hunger, and achieving universal primary education. With over two decades of constitutional democratic rule, Ghana has a deep respect for and protection of fundamental human rights and freedoms including the right to a fair trial and legal defense by providing access to justice for all persons. These rights are enshrined in Chapter five of the 1992 Constitution of the Republic of Ghana. The rule of law, a key component of democracy and good governance, is firmly rooted in Ghana given its laws that promote peace, stability, economic growth, justice, and equality, especially for indigents.

The Justice Sector in Ghana has over the years undergone several reforms. “These reforms have varied in object and in scale, but their principal focus has been consistent: to remove the roadblocks and bottlenecks to real, impartial, accessible, cheap and timely justice; ensure that the Justice Sector facilitates the growth of the economy; and position justice sector institutions to support constitutional democratic governance and the rule of law in Ghana and in accordance with international best practice.”

The 2012 Baseline Survey of the Justice Sector found that a majority rated the level of transparency and the speed of the processes and proceedings in the formal justice system very low. 228 respondents of 325 stated that the delays associated with proceedings in the formal justice system were a major barrier to the use or recommended use of the system. Additionally, the Survey found that all reforms proposed by the respondents were to improve access to and quality of justice delivery in the formal and informal justice systems. In the past most Justice Sector reforms targeted the Judiciary and the Judicial Service of Ghana. “Many and varied, these reform efforts have been largely uncoordinated. This has been a function of isolated reform initiatives by different institutions in the Justice Sector.” Given this situation, the Ministry of Justice and Attorney General's Department partnered with UNDP to develop targeted reforms aimed at improving the quality of legal service and justice delivery.

To further Ghana's development efforts, its legal service and justice delivery system must become more efficient and effective. In order to achieve any form of efficiency and effectiveness in performance, the staff must be conversant with the workflow processes in their various institutions with responsible persons and how it all interact with the other sector institutions for efficient justice delivery. It is for this reason that the United Nations Development Programme (UNDP) in collaboration with the Ministry of Justice and Attorney General's Department requires the services of an individual consultant and his/her team or a consulting firm to coordinate and develop standard operating procedures through a consultative process to ensure the procedures are adaptable to the specific institution, practical, and not bureaucratic.

The Legal Service and Justice Sector is made up of various institutions and departments working together towards a common goal. To ensure administrative efficiency and cohesion of these institutions, especially those within the criminal justice sector, it is essential that a clear integrated system with established standards is developed. This output contributes to strengthening administrative efficiency by streamlining the administrative process of managing cases and moving them through the system to the courts.

## **2. OBJECTIVE OF THE ASSIGNMENT**

The aim of the Consultancy is to develop Institutional Standards to support new systems and procedures formulated and implemented under the Legal and Justice Sector Reform Programme. This assignment will focus only on the **Ministry of Justice and Attorney General's Department (MoJAGD) especially its agencies such as (Legal Service Civil Division (LSCD), Legal Service Legislative Drafting Division (LSLD); the Law Reform Commission (LRC), and Council for Law Reporting (CLR).**

The objectives of the assignment are to develop Standard Operating Procedures (SOPs) in consultation with the relevant legal service institutions identified above to facilitate efficient and effective justice delivery.

This will comprise:

- 2.1 Development of Standard Operating Procedures by defining and documenting processes, methodologies and respective workflows for MoJAGD and its responsible agencies
- 2.2 Review, development and operationalization of relevant internal policies in line with the SOPs for the MoJAGD and each of its responsible agencies

## **3. SCOPE OF THE ASSIGNMENT**

- 3.1 The consultancy will be limited to the Ministry of Justice and Attorney General's Department (MoJAGD) and its agencies such as Legal Service Civil Division (LSCD), Legal Service Legislative Drafting Division (LSLD); Law Reform Commission (LRC), Council for Law Reporting (CLR).
- 3.2 The consultant will work closely with all relevant staff within these institutions to ensure information and process are feasible, practical, and efficient. Consultants should set up a committee in each department and agency to guide the consulting team and provide the requisite information and inputs.
- 3.3 The performance of this Contract shall comprise but not be limited to the following:-
  - 3.3.1 Define and articulate standard operating procedures, processes and methodology to include the workflows and routines, establish responsibilities, and specify timelines for each institution to enhance efficient service delivery of justice
  - 3.3.2 Facilitate workshops organized by the PMU to plan, coordinate and compare linkages of other consultants working on similar assignment



for other related agencies, as well as validate the Standard Operating Procedures (SOPs) developed.

3.3.3 Train all relevant staff to adapt to work processes and work flows

#### 4. KEY TASKS

- 4.1 Identify and collate all existing internal policies related SOPs within the MoJAGD and its responsible Agencies mentioned above and develop a plan to synchronise same.
- 4.2 Examine existing SOPs with a view to identifying areas that are out of date, inconsistencies, discrepancies, duplications, risks, bottlenecks, and gaps with a proposal to amend all anomalies.
- 4.3 Identify and promote the understanding of the system by articulating the mandates of MoJAGD and its responsible Agencies and define how they are interrelated so as to promote efficiency.
- 4.4 Merge and update existing related SOPs if any, and write up additional procedures as required, into a consolidated version for individual Agencies
- 4.5 Develop SOPs that define the workflow and processes, establish responsibilities, and specify timelines. The SOPs should include clear standards for tracking and storing case documents, prescribe timelines and accountability, as well as outline modalities for passing cases on to the next institution in the value chain.
- 4.6 Facilitate Workshops organized by the PMU to plan, coordinate and compare linkages between the Ministry and its Agencies; as well as validate documents developed.
- 4.7 Train all relevant staff to adapt to work processes and work flows.

## 5. OUTPUTS AND DELIVERABLES

The output and deliverables of the assignment shall be:

<b>Deliverables/ Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>	<b>Schedule of Payments</b>
1. Inception report after an inception minutes with the MoJAGD and UNDP that proposes details as relate to: 1.1. Work plan outlining individual activities to be performed under this consultancy, the timeframe for the implementation of activities, a list of stakeholders/partners involved in each activity, and a list of risks and challenges. 1.2. The methodology to be used, including data collection approach and the tools to be used and workshop/forum facilitation methodology 1.3. An outline of the SOPs	10 working days	23 <sup>rd</sup> October, 2015	The Inception report to be reviewed and approved by The Chief Director of the MoJAGD, the Programme Analyst, UNDP and Programme Advisor/Manager - JUST	20% of Contract Sum
2. Draft Report 2.1. SOPs that define the workflow and processes, establish responsibilities, and specify timelines. The SOPs should include clear standards for tracking and storing case documents, prescribe timelines and accountability, as well as outline modalities for passing cases on to the next institution in the value chain. 2.2. Compiled mandates into a booklet that includes highlighting overlaps, inter-institutional relationships and linkages for publication.	15 working days	16th November, 2015	The draft report to be reviewed and Validated by all JUST Stakeholders within the CJIs as well as The Chief Director of the MoJAGD, the Programme Analyst, UNDP and Programme Advisor/Manager - JUST	20% of Contract Sum
3. Final Report after Validation 3.1. SOPs that define the workflow and processes, establish responsibilities, and specify timelines. The SOPs should include clear standards for tracking and storing case	15 working days	4 <sup>th</sup> December, 2015	Report will be reviewed and approved by The Chief Director of the MoJAGD, the Programme Analyst, UNDP and Programme	30% of Contract Sum

documents, prescribe timelines and accountability, as well as outline modalities for passing cases on to the next institution in the value chain. 3.2. Compiled mandates into a booklet that includes highlighting overlaps, inter-institutional relationships and linkages for publication. 3.3. Training Report	15 working days	19 <sup>th</sup> February 2016	Advisor/Manager - JUST	30% of Contract Sum
4. Organize training and submit training Report			Training will be monitored and report reviewed and approved by The Chief Director of the MoJAGD, the Programme Analyst, UNDP and Programme Advisor/Manager - JUST	



All products arising from this consultancy will be owned by MoJAGD and its responsible Agencies. The consultant will not be allowed, without prior authorization in writing, to present any of the analytical results as his/her own work or to make use of the consultancy purposes.

## 5. DURATION OF THE ASSIGNMENT

The expected duration of the assignment is a maximum period of Fifty-Five (55) Working Days; within the period from 12<sup>th</sup> October to 4<sup>th</sup> December, 2015.

## 6. LOCATION OF THE ASSIGNMENT

The consultant will be expected to work with all the stakeholders in Accra to complete the consultations and develop the SOP.

## 7. QUALIFICATION AND EXPERIENCES

A team made up of at least:

- A lead consultant with a post graduate or equivalent degree in project Management, Business Administration or Human Resources Management or other relevant discipline.
- Two supporting Legal experts with at least five years of legal practice

- 7.1 At least 5 years of prior work experience in dealing with legal and prosecution issues especially at the national level. Relevant international experience will be an added advantage
- 7.2 Demonstrated experiences and skills in facilitating stakeholder/working group consultations.
- 7.3 Demonstrated knowledge and experience in developing SOPs especially in the area of Justice delivery
- 7.4 Proven ability and experience in leading and facilitating validation workshop workshops
- 7.5 Excellent communication skills for discussing issues with all manner of persons
- 7.6 Have capacity to work to deadlines.

## 8. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

To demonstrate their qualifications and suitability for the work:

- A letter of interest, technical and financial proposal of ten (10) page maximum
- The **technical proposal** should include background information on the expertise and experiences of the team, the composition of the team proposed to do the work (with attached signed CVs of team members), and, information on how the candidate proposes to undertake the assignment (specifying methodologies)
- Sample of similar work produced for other clients.
- A table indicating all requested materials, the various paper types that could be used and the associated cost for each paper type. Personal CV including past experience in similar projects and at least three references.
- Financial **proposal**: the financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified

in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (cost of materials per paper type, number of anticipated working days). Please note that the financial proposal shall include the payment of eventual assistant consultants.

- Administrative and logistical costs related to workshops are embedded in total budget and will be paid directly by UNDP in accordance with UNDP Policy. Consultancy fees including overhead, administrative costs, travel cost, and agreed reimbursable per approved work plan will be paid directly by UNDP in accordance with UNDP Policy and as part of the overall budget.
- Any anticipated travel costs should be included in the overall budget for the assignment. An unanticipated travel shall be borne by UNDP according to the UNDP Policy.

## 9. EVALUATION

Individual consultants will be evaluated based on the following methodologies:

### Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight; [70%]

\* Financial Criteria weight; [30%]

Only candidates obtaining a minimum of 490 point would be considered for the Financial Evaluation

Criteria	Weight	Max. Point
<b><u>Technical</u></b>	<b>70%</b>	<b>700</b>
Academic Qualifications	15%	150
Professional Experience	20%	200
Quality of Application Letter	10%	100
Quality of written samples	25%	250
<b><u>Financial</u></b>	<b>30%</b>	<b>300</b>



**OFFEROR'S LETTER TO UNDP  
CONFIRMING INTEREST AND AVAILABILITY  
FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**

Date \_\_\_\_\_

**Mulugeta Abebe**  
United Nations Development Programme  
P.o. Box 1423  
Accra

Dear Sir/Madam :

I hereby declare that:

- a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [ *indicate title of assignment*] under the [ *state project title*];
- b) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- c) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV and Personal History Form (P11) which I have duly signed and attached hereto as Annex 1;
- d) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [delete this item if the TOR does not require submission of this document];
- e) I hereby propose to complete the services based on the following payment rate :  
☐ A total lump sum of [ *state amount in words and in numbers, indicating exact currency*], payable in the manner described in the Terms of Reference.
- f) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- g) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- h) This offer shall remain valid for a total period of \_\_\_\_\_ days [ *minimum of 90 days*] after the submission deadline;
- i) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office [ *disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists*];
- j) If I am selected for this assignment, I shall [ *pls. check the appropriate box*]:  
☐ Sign an Individual Contract with UNDP;  
☐ Request my employer [ *state name of company/organization/institution*] to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

\_\_\_\_\_

\_\_\_\_\_



k) I hereby confirm that *[check all that applies]*:

- ☐ At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- ☐ I am currently engaged with UNDP and/or other entities for the following work :

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- ☐ I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal :

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

- l) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I 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 selection process.
- m) **If you are a former staff member of the United Nations recently separated, pls. add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.
- n) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature:

Date Signed :

**Annexes** *[pls. check all that applies]:*

- ☐ CV and Duly signed P11 Form
- ☐ Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- ☐ Brief Description of Approach to Work (if required by the TOR)

**BREAKDOWN OF COSTS (ANNEX 2B)****SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL****A. Breakdown of Cost by Components:**

Cost Components	Unit Cost	Quantity	Total Rate for the Contract Duration
<b>I. Personnel Costs</b>			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
<b>II. Travel Expenses to Join duty station</b>			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
<b>III. Duty Travel</b>			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

**B. Breakdown of Cost by Deliverables\***

<b>Deliverables</b> <i>[list them as referred to in the TOR]</i>	<b>Percentage of Total Price</b> <b>(Weight for payment)</b>	<b>Amount</b>
Deliverable 1		
Deliverable 2		
....		
<b>Total</b>	<b>100%</b>	<b>USD .....</b>

\*Basis for payment tranches



**GENERAL CONDITIONS OF CONTRACT FOR THE SERVICES OF INDIVIDUAL CONTRACTORS**

1 February 2012

**1. LEGAL STATUS:** The Individual contractor shall have the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP), and shall not be regarded, for any purposes, as being either a “staff member” of UNDP, under the UN Staff Regulations and Rules, or an “official” of UNDP, for purposes of the Convention on the Privileges and Immunities of the United Nations, adopted by the General Assembly of the United Nations on 13 February 1946. Accordingly, nothing within or relating to the Contract shall establish the relationship of employer and employee, or of principal and agent, between UNDP and the Individual contractor. The officials, representatives, employees or subcontractors of UNDP and of the Individual contractor, if any, shall not be considered in any respect as being the employees or agents of the other, and UNDP and the Individual contractor shall be solely responsible for all claims arising out of or relating to their engagement of such persons or entities.

**2. STANDARDS OF CONDUCT: In General:** The Individual contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of his or her obligations under the Contract. Should any authority external to UNDP seek to impose any instructions regarding the Individual contractor’s performance under the Contract, the Individual contractor shall promptly notify UNDP and shall provide all reasonable assistance required by UNDP. The Individual contractor shall not take any action in respect of his or her performance of the Contract or otherwise related to his or her obligations under the Contract that may adversely affect the interests of UNDP. The Individual contractor shall perform his or her obligations under the Contract with the fullest regard to the interests of UNDP. The Individual contractor warrants that she or he has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Contract or the award thereof to any representative, official, employee or other agent of UNDP. The Individual contractor shall comply with all laws, ordinances, rules and regulations bearing upon the performance of his or her obligations under the Contract. In the performance of the Contract the Individual contractor shall comply with the standards of conduct set in the Secretary General’s Bulletin ST/SGB/2002/9 of 18 June 2002, entitled “Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Expert on Mission”. The Individual contractor must comply with all security directives issued by UNDP.

**Prohibition of Sexual Exploitation and Abuse:** In the performance of the Contract, the Individual contractor shall comply with the standards of conduct set forth in the Secretary-General’s bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse”. In particular, the Individual contractor shall not engage in any conduct that would constitute sexual exploitation or sexual abuse, as defined in that bulletin.

The Individual contractor acknowledges and agrees that any breach of any of the provisions hereof shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, shall give rise to grounds for suspension or termination of the Contract. In addition, nothing herein shall limit the right of UNDP to refer any alleged breach of the foregoing standards of conduct or any other terms of the Contract to the relevant national authorities for appropriate legal action.

**3. TITLE RIGHTS, COPYRIGHTS, PATENTS AND OTHER PROPRIETARY RIGHTS:** Title to any equipment and supplies that may be furnished by UNDP to the Individual contractor for the performance of any obligations under the Contract shall rest with UNDP, and any such equipment and supplies shall be returned to UNDP at the conclusion of the Contract or when no longer needed by the Individual contractor. Such equipment and supplies, when returned to UNDP, shall be in the same condition as when delivered to the Individual contractor, subject to normal wear and tear, and the Individual contractor shall be liable to compensate UNDP for any damage or degradation of the equipment and supplies that is beyond normal wear and tear.

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 Individual contractor has developed for 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 Individual contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UNDP. However, to the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Individual contractor: (a) that pre-existed the performance by the Individual contractor of his or her obligations under the Contract, or (b) that the Individual contractor may develop or acquire, or may have developed or acquired, independently of the performance of his or her obligations under the Contract, UNDP does not and shall not claim any ownership interest thereto, and the Individual contractor grants to 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. At the request of UNDP, the Individual contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to UNDP in compliance with the requirements of the applicable law and of the Contract. 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 Individual contractor under the Contract shall be the property of UNDP, shall be made available for use or inspection by 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 services under the Contract

**4. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:** Information and data that are considered proprietary by either UNDP or the Individual contractor or that are delivered or disclosed by one of them ("Discloser") to the other ("Recipient") during the course of performance of the Contract, and that are designated as confidential ("Information"), shall be held in confidence and shall be handled as follows. The Recipient of such Information shall 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 the Recipient may otherwise use the Discloser's Information solely for the purpose for which it was disclosed. The Recipient may disclose confidential Information to any other party with the Discloser's prior written consent, as well as to the Recipient's officials, representatives, employees, subcontractors and agents who have a need to know such confidential Information solely for purposes of performing obligations under the Contract. Subject to and without any waiver of the privileges and immunities of UNDP, the Individual contractor may disclose Information to the extent required by law, *provided that* the Individual contractor will give UNDP sufficient prior notice of a request for the disclosure of Information in order to allow UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made. UNDP may disclose Information to the extent required pursuant to the Charter of the United Nations, resolutions or regulations of the General Assembly or its other governing bodies, or rules promulgated by the Secretary-General. 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. 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. Notwithstanding the foregoing, the Individual contractor acknowledges that UNDP may, in its sole discretion, disclose the purpose, type, scope, duration and value of the Contract, the name of the Individual contractor, and any relevant information related to the award of the Contract.

**5. TRAVEL, MEDICAL CLEARANCE AND SERVICE INCURRED DEATH, INJURY OR ILLNESS:** If the Individual contractor is required by UNDP to travel beyond commuting distance from the Individual contractor's usual place of residence, and upon prior written agreement, such travel shall be at the expense of UNDP. Such travel shall be at economy fare when by air.

UNDP may require the Individual contractor to submit a "statement of good health" from a recognized physician prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. The Individual contractor shall provide such a statement as soon as practicable following such request, and prior to engaging in any such travel, and the Individual contractor warrants the accuracy of any such statement, including, but not limited to, confirmation that the Individual contractor has been fully informed regarding the requirements for inoculations for the country or countries to which travel may be authorized.

In the event of death, injury or illness of the Individual contractor which is attributable to the performance of services on behalf of UNDP under the terms of the Contract while the Individual contractor is traveling at UNDP expense or is 2 February 2012



performing any services under the Contract in any offices or premises of UNDP, the Individual contractor or the Individual contractor's dependents, as appropriate, shall be entitled to compensation equivalent to that provided under the UNDP insurance policy, available upon request.

**6. PROHIBITION ON ASSIGNMENT; MODIFICATIONS:** The Individual contractor may not assign, delegate, transfer, pledge or make any other disposition of the Contract, of any part thereof, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of UNDP, and any attempt to do so shall be null and void. The terms or conditions of any supplemental undertakings, licenses or other forms of Contract concerning any goods or services to be provided under the Contract shall not be valid and enforceable against UNDP nor in any way shall constitute a contract by UNDP thereto, unless any such undertakings, licenses or other forms of contract are the subject of a valid written undertaking by UNDP. No modification or change in the Contract shall be valid and enforceable against UNDP unless provided by means of a valid written amendment to the Contract signed by the Individual contractor and an authorized official or appropriate contracting authority of UNDP.

**7. SUBCONTRACTORS:** In the event that the Individual contractor requires the services of subcontractors to perform any obligations under the Contract, the Individual contractor shall obtain the prior written approval of UNDP for any such subcontractors. UNDP may, in its sole discretion, reject any proposed subcontractor or require such subcontractor's removal without having to give any justification therefore, and such rejection shall not entitle the Individual contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of his or her obligations under the Contract. The Individual contractor shall be solely responsible for all services and obligations performed by his or her subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

**8. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS:** The Individual contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNDP, nor shall the Individual contractor, in any manner whatsoever, use the name, emblem or official seal of UNDP, or any abbreviation of the name of UNDP, in connection with his or her business or otherwise without the written permission of UNDP.

**9. INDEMNIFICATION:** The Individual contractor shall indemnify, defend, and hold and save harmless UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to: (a) allegations or claims that the use by UNDP of any patented device, any copyrighted material or any other goods or services provided to UNDP for its use under the terms of the Contract, in whole or in part, separately or in combination, constitutes an infringement of any patent, copyright, trademark or other intellectual property right of any third party; or (b) any acts or omissions of the Individual contractor, or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

**10. INSURANCE:** The Individual contractor shall pay UNDP promptly for all loss, destruction or damage to the property of UNDP caused by the Individual contractor, or of any subcontractor, or anyone directly or indirectly employed by them in the performance of the Contract. The Individual contractor shall be solely responsible for taking out and for maintaining adequate insurance required to meet any of his or her obligations under the Contract, as well as for arranging, at the Individual contractor's sole expense, such life, health and other forms of insurance as the Individual contractor may consider to be appropriate to cover the period during which the Individual contractor provides services under the Contract. The Individual contractor acknowledges and agrees that none of the insurance arrangements the Individual contractor shall, in any way, be construed to limit the Individual contractor's liability arising under or relating to the Contract.

**11. ENCUMBRANCES AND LIENS:** The Individual 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 UNDP against any monies due to the Individual contractor or to become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Individual contractor.

**12. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:** In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the Individual contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual contractor is thereby rendered unable, wholly or in part, to perform his or her obligations and meet his or her responsibilities under the Contract. The Individual contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with the performance of the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in conditions or occurrence, the Individual contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual contractor of a reasonable extension of time in which to perform any obligations under the Contract or suspension thereof.



*Force majeure* as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, or any other acts of a similar nature or force, *provided that* such acts arise from causes beyond the control and without the fault or negligence of the Individual contractor. The Individual contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Individual contractor must perform in or for any areas in which UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delay 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.

13. **TERMINATION:** Either party may terminate the Contract, in whole or in part, upon giving written notice to the other party. The period of notice shall be five (5) days in the case of contracts for a total period of less than two (2) months and fourteen (14) days in the case of contracts for a longer period. The initiation of conciliation or arbitral proceedings, as provided below, shall not be deemed to be a "cause" for or otherwise to be in itself a termination of the Contract. UNDP may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that: (a) the Individual contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, applies for moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (b) the Individual contractor is granted a moratorium or a stay or is declared insolvent; (c) the Individual contractor makes an assignment for the benefit of one or more of his or her creditors; (d) a Receiver is appointed on account of the insolvency of the Individual contractor; (e) the Individual contractor offers a settlement in lieu of bankruptcy or receivership; or (f) UNDP reasonably determines that the Individual contractor has become subject to a materially adverse change in financial condition that threatens to endanger or otherwise substantially affect the ability of the Individual contractor to perform any of the obligations under the Contract.

In the event of any termination of the Contract, upon receipt of notice of termination by UNDP, the Individual contractor shall, except as may be directed by UNDP in the notice of termination or otherwise in writing: (a) take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum; (b) refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice; (c) deliver all completed or partially completed plans, drawings, information and other property that, if the Contract had been completed, would be required to be furnished to UNDP thereunder; (d) complete performance of the services not terminated; and (e) take any other action that may be necessary, or that UNDP may direct in writing, for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Individual contractor and in which UNDP has or may be reasonably expected to acquire an interest.

In the event of any termination of the Contract, UNDP shall only be liable to pay the Individual contractor compensation on a pro rata basis for no more than the actual amount of work performed to the satisfaction of UNDP in accordance with the requirements of the Contract. Additional costs incurred by UNDP as a result of termination of the Contract by the Individual contractor may be withheld from any amount otherwise due to the Individual contractor by UNDP.

14. **NON-EXCLUSIVITY:** UNDP shall have no obligation respecting, and no limitations on, its right to obtain goods of the same kind, quality and quantity, or to obtain any services of the kind described in the Contract, from any other source at any time.

15. **TAXATION:** Article II, 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 restrictions, 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 exemptions of the United Nations from such taxes, restrictions, duties or charges, the Individual contractor shall immediately consult with UNDP to determine a mutually acceptable procedure. UNDP shall have no liability for taxes, duties or other similar charges payable by the Individual contractor in respect of any amounts paid to the Individual contractor under this Contract, and the Individual contractor acknowledges that UNDP will not issue any statements of earnings to the Individual contractor in respect of any such payments.

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16. **AUDITS AND INVESTIGATIONS:** Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or by other authorized and qualified agents of UNDP. The Individual contractor acknowledges and agrees that UNDP may conduct investigations relating to any aspect of the Contract or the award thereof, and the obligations performed thereunder.

The Individual contractor shall provide full and timely cooperation with any post-payment audits or investigations hereunder. Such cooperation shall include, but shall not be limited to, the Individual contractor's obligation to make available any relevant documentation and information for the purposes of a post-payment audit or an investigation at reasonable times and on reasonable conditions. The Individual contractor shall require his or her employees, subcontractors and agents, if any, including, but not limited to, the Individual contractor's attorneys, accountants or other advisers, to reasonably cooperate with any post-payment audits or investigations carried out by UNDP hereunder.



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If the findings or circumstances of a post-payment audit or investigation so warrant, UNDP may, in its sole discretion, take any measures that may be appropriate or necessary, including, but not limited to, suspension of the Contract, with no liability whatsoever to UNDP.

The Individual contractor shall refund to UNDP any amounts shown by a post-payment audit or investigation to have been paid by UNDP other than in accordance with the terms and conditions of the Contract. Such amount may be deducted by UNDP from any payment due to the Individual contractor under the Contract.

The right of UNDP to conduct a post-payment audit or an investigation and the Individual contractor's obligation to comply with such shall not lapse upon expiration or prior termination of the Contract.

#### **17. SETTLEMENT OF DISPUTES:**

**AMICABLE SETTLEMENT:** UNDP and the Individual contractor shall use their best efforts to amicably settle any dispute, controversy or claim arising out of the 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 Conciliation Rules then obtaining of the United Nations Commission on International Trade Law ("UNCITRAL"), or according to such other procedure as may be agreed between the parties in writing.

**ARBITRATION:** Any dispute, controversy or claim between the parties arising out of the Contract, or the breach, termination, or invalidity thereof, unless settled amicably, as provided above, shall be referred by either of the parties 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.

**18. LIMITATION ON ACTIONS:** Except with respect to any indemnification obligations in Article 9, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 17, above, arising out of the Contract must be commenced within three (3) years after the cause of action has accrued.

The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action, or in the case of a breach of warranty, when tender of delivery is made, except that, if a warranty extends to future performance of the goods or any process or system and the discovery of the breach consequently must await the time when such goods or other process or system is ready to perform in accordance with the requirements of the Contract, the cause of action accrues when such time of future performance actually begins.

**19. PRIVILEGES AND IMMUNITIES:** Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

Approved By:  \_\_\_\_\_

**Mulugeta Abebe**  
**Deputy Country Director - Operations**