

## **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/transparencypdocs/UNDP\\_Anti\\_Fraud\\_Policy\\_English\\_FINAL\\_june\\_2011.pdf](http://www.undp.org/about/transparencypdocs/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf) and [http://www.undp.org/content/undp/en/home/operations/procurement/procurement\\_protect/](http://www.undp.org/content/undp/en/home/operations/procurement/procurement_protect/) 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.

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.

## **18. Documents Establishing the Eligibility and Qualifications of the Proposer**

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

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

## **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 RFP.

# **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 11.

#### **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:

<p><u>Rating the Technical Proposal (TP):</u></p> <p><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>(TP Rating) x (Weight of TP, e.g. 70%)  + (FP Rating) x (Weight of FP, e.g., 30%)</p> <p><b>Total Combined and Final Rating of the Proposal</b></p>
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29.4 UNDP reserves the right to undertake a post-qualification exercise aimed at determining, to its satisfaction the validity of the information provided by the Proposer. Such post-qualification shall be fully documented and, among those that may be listed in the **Data Sheet** (DS No.33), may include, but need not be limited to, all or any combination of the following:

- Verification of accuracy, correctness and authenticity of 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 Government entities with jurisdiction on the Proposer, or any other entity that may have done business with the Proposer;
- 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\\_prot\\_est/](http://www.undp.org/content/undp/en/home/operations/procurement/procurement_prot_est/) for details)

Conditions of contract of UNDP are not modifiable pre or post to award of contract. Any request for change in the conditions of contract may render the proposal non responsive.

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

Failure of the successful Proposer to comply with the requirement of RFP Clause 35 and this

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

### **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 10.

### **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.

**TABLE 1: DATA SHEET**

DS No.	Cross Ref. to Instructions	Data	Specific Instructions / Requirements
1		Project Title:	Mainstreaming Biodiversity into the Management of the Coastal Zone in the Republic of Mauritius Project ID: 00096201 Award ID: 00090446
2		Title of Services/Work:	<ul style="list-style-type: none"> <li>• Lot 1 - Consultancy services to carry out economic evaluations of coastal and marine ecosystems for Rodrigues and one District (Black River) in Mauritius, two MPAs (SEMPA and Blue Bay) and the northern coastal wetlands</li> <li>• Lot 2 - Analysis of the institutional and governance arrangement for MPA management in the Republic of Mauritius</li> <li>• Lot 3 - Development of an investment framework and financing strategy to realise the values and benefits of MPAs, and increase the financing flows to MPAs</li> <li>• Lot 4 - Development of management plan for six fishing reserves and a Lagoon Rehabilitation Plan in Mauritius</li> <li>• Lot 5 - Develop operational and business plans for SEMPA, Rodrigues and introduce regular assessments of management effectiveness, using recognised methodologies and guidelines</li> </ul>
3		Country / Region of Work Location:	Mauritius
		Client	UNDP Mauritius
4	C.13	Language of the Proposal:	English
5	C.20	Conditions for Submitting Proposals for Parts or sub-parts of the TOR	Allowed Bidders can submit offers for one or any combination or all

			<p>Lots.</p> <p>All the requirements must be included in the offer for each Lot. <b>Bid containing partially filled lot will be considered incomplete and will not be accepted.</b></p>
6	C.20	Conditions for Submitting Alternative Proposals	Shall not be considered
7	C.22	A pre-proposal conference will be held on:	<p>Time : 10.00 hrs Mauritius Local Time</p> <p>Date : 02 May 2018</p> <p>Venue : UNDP Mauritius and Seychelles Country Office 6th Floor, Anglo Mauritius House Intendance Street P.O Box 253 Port Louis, Mauritius</p> <p>The focal point for the arrangement is :</p> <p>Mr Parmananda Ragen, Project manager Tel No : +230 2142508 Fax No. : +230 2141235 Email addresss : parmananda.ragen@undp.org</p>
8	C.21	Period of Proposal Validity commencing on the submission date	N/A
9	B.9.5 C.15.4 b)	Proposal Security	N/A
10	B.9.5	Acceptable forms of Proposal Security <sup>1</sup>	N/A
11	B.9.5 C.15.4 a)	Validity of Proposal Security	N/A
12		Advanced Payment upon signing of contract	N/A
13		Liquidated Damages	Will not be imposed
14	F.37	Performance Security	<p>10 % of total contract amount</p> <p>Form for Performance Security (Section 8)</p>
15	C.17,	Preferred Currency of Proposal	United States Dollars (US\$)

<sup>1</sup> Surety bonds or other instruments issued by non-bank Financial Institutions are least preferred by UNDP. Unless stated otherwise, they shall be considered unacceptable to UNDP.



	C.17 b)	and Method for Currency conversion	<i>Reference date for determining UN Operational Exchange Rate : <b>Deadline of Submission for Proposals</b></i>
16	B.10.1	Deadline for submitting requests for clarifications/ questions	<u>27 April 2018</u>
17	B.10.1	Contact Details for submitting clarifications/questions <sup>2</sup>	<p>Focal Person:            (i) Nishi Sewurn, OM a.i./Procurement Assistant; and <b>copy</b> to (ii) <u>Parmananda Ragen, Project Manager / Sameer Khudaroo, Programme Assistant</u></p> <p>E-mail address: <a href="mailto:nishi.sewurn@undp.org">nishi.sewurn@undp.org</a> and <a href="mailto:parmananda.ragen@undp.org">parmananda.ragen@undp.org</a> / <a href="mailto:sameer.khudaroo@undp.org">sameer.khudaroo@undp.org</a></p>
18	B.11.1	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	<p>Posting on the CO, Procurement and UNGM Website:            CO website:  <a href="http://www.mu.undp.org/content/mauritius_and_seychelles/en/home/operations/procurement.html">http://www.mu.undp.org/content/mauritius_and_seychelles/en/home/operations/procurement.html</a>            UNGM  <a href="https://www.ungm.org/Public/Notice">https://www.ungm.org/Public/Notice</a>            UNDP procurement Website  <a href="http://procurement-notice.undp.org/">http://procurement-notice.undp.org/</a></p>
19	D.23.3	No. of copies of Proposal that must be submitted	<p>Original: One (1) Hard Copy (Financial Proposal and Technical Proposal Envelopes must be completely separate and each must be sealed.)            Copies: 1 USB or 1 CD            Proposals should be submitted in soft copy in file sizes not exceeding 5 MB.</p> <ul style="list-style-type: none"> <li>a) One CD/USB for Technical Proposals and one CD/USB for Financial Proposals in their separate sealed envelopes. The CDs/USB shall be clearly labelled with the name of project, title of Consultancy services, and name of bidder.</li> <li>b) Financial Proposal and Technical Proposal Envelopes must be completely separate and each must be sealed.</li> <li>c) Each envelope shall be clearly labelled "RFPMAR2018/002- Consultancy Services for Strengthening MPA Management Lot 1 and/or Lot 2 and/or Lot 3 and/or Lot 4 and/or Lot 5 Project ID: 00096201 &amp; Award ID: 00090446" and name of bidder.</li> </ul>

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

			Note if the envelopes are not sealed and marked, the procuring UNDP entity will not assume responsibility for the Proposal's misplacement or premature opening.
20	D.23.1 D.23.2 D.24	Proposal Submission Address	UNDP Mauritius and Seychelles Country Office 6th Floor, Anglo Mauritius House Intendance Street P.O Box 253 Port Louis Mauritius Attention: The Head of Procurement Unit
21	C.21 D.24	Deadline of Submission	Date: 18 May 2018 Time : <u>10 00 hours (Mauritius Local Time)</u>
22	D.23.2	Allowable Manner of Submitting Proposals	Courier/Hand Delivery
23	D.23.2 D.26	Conditions and Procedures for electronic submission and opening, if allowed	N/A
24	D.23.1	Date, time and venue for opening of Proposals  (For information only, Not for public)	Date: <u>18 May 2018</u> Time: <u>10 15 hrs (Mauritius Local Time)</u> Venue: <u>UNDP Mauritius</u> <u>5th Floor, Conference Room,</u> <u>Anglo Mauritius House</u> <u>Port Louis</u> <u>Mauritius</u>
25	E.29.2 E.29.3 F.34	Evaluation method to be used in selecting the most responsive Proposal	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals for each Lot, respectively, where minimum passing score of technical proposal is 70%.

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"> <li>▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured</li> <li>▪ Members of the Governing Board and their Designations duly certified by the Corporate Secretary or its equivalent document if proposer is not a corporation</li> <li>▪ List of Shareholders and their entities financially interested in the <b>firm</b> owning 5% or more of the stocks and other interests or, its equipment if proposer is not a corporation.</li> <li>▪ Official Letter of Appointment as local representative, if Proposer is submitting a Proposal on behalf of an entity located outside the country</li> <li>▪ Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Proposer, if any</li> <li>▪ Patent Registration Certificates, if any of technologies submitted in the Proposal is patented by the Proposer</li> <li>▪ Audited Financial Statement for the last three years (2015 – 2017) (Income Statement and Balance Sheet) including Auditor's Report</li> <li>▪ Statement of Satisfactory Performance from the Top three (3) Clients in terms of Contract Value the past ten (10) years</li> <li>▪ 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.</li> </ul>
27		Other documents that may be Submitted to Establish Eligibility	All key experts shall provide an original signed letter of availability and association (if they are external to the lead firm) for the duration of the assignment. <b>Note:</b> In the event of their unavailability at execution stage, the Consultant shall be under the obligation to provide a replacement of equal or better calibre at no extra cost to the Client.
28	C.15	Structure of the Technical Proposal ( <i>only if different from the provision of Section 12</i> )	
29	C.15.2	Latest Expected date for commencement of Contract	01 July 2018
30	C.15.2	Expected duration of contract (Target Commencement Date and Completion Date)	370 person-days over a period of one year latest expected commencement for the Lots in July 2018 and ending in June 2019
31		UNDP will award the contract to:	One or more bidders, depending on the following factors:

			<p>Bidders can submit offers for one or any combination or all Lots. Each proposed Lot must include all the requirements under this Lot. Partially filled Lots are not accepted and will be considered incomplete.</p> <p>For each Lot, the contract will be awarded according to the Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, where the minimum passing score in technical is 70%.</p>
32	E.29.2 F.34	Criteria for the Award of Contract and Evaluation of Proposals	(See Tables below)
33	E.29.4	Post-Qualification Actions	<ul style="list-style-type: none"> <li>▪ Verification of accuracy, correctness and authenticity of the information provided by the Proposer on the legal, technical and financial documents submitted;</li> <li>▪ Validation of extent of compliance to the RFP requirements and evaluation criteria, based on findings of the evaluation team;</li> <li>▪ Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed.</li> </ul>
34		Conditions for Determining Contract Effectivity	Signature of contract
35		Other Information Related to the RFP	<ul style="list-style-type: none"> <li>▪ <b>In case of an international consultancy team, it is mandatory for the consulting team to associate with one or more local experts (Mauritius and/or Rodrigues) so as to have a better appreciation of the local context.</b></li> <li>▪ <b>The total expected input for the assignment shall not exceed 80 person-days for Lot 1, 80 person-days for Lot 2, 70 person-days for Lot 3, 70 person-days for Lot 4 and 70 person-days for Lot 5.</b></li> </ul>

**TABLE 2: SUMMARY OF TECHNICAL PROPOSAL EVALUATION FORMS – LOT 1**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
	<b>Total</b>		<b>1000</b>

**Table 2(a): Expertise of the Firm/Organization**

Technical Proposal Evaluation Form 1		Points obtainable
<b>Expertise of the Firm/Organization</b>		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
1.2	General Organizational Capability which is likely to affect implementation	
	(1) Financial stability (The firm should submit the audited financial report for the last three years)	<b>20</b>
	(2) Type of firm/organization <ul style="list-style-type: none"> <li>• loose consortium</li> <li>• one firm</li> </ul>	13 <b>20</b>
	(3) Age/size of the firm <ul style="list-style-type: none"> <li>• Less than 3 years</li> <li>• 3 - 5 years</li> <li>• More than 5 years</li> </ul>	0 10 <b>20</b>
	(4) Strength of project management support	<b>10</b>
	(5) Project management controls	<b>10</b>
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	<b>10</b>
1.4	Quality assurance procedures, warranty (e.g. ISO certified or Quality Management System in place)	<b>20</b>
1.5	Relevance of:	
	A. Specialised Knowledge	
	(1) Evaluation of ecosystem services <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 20 <b>30</b>
	(2) Training in the valuation of ecosystem services <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 20 <b>30</b>
	B. Experience of lead firm/organization on Similar Programme / Projects	<b>25</b>
	C. Experience of lead firm/organization on Projects in Small Island Developing States (SIDS)	<b>10</b>
	D. Experience of lead firm/organization on Projects in Mauritius and/or Rodrigues specifically	<b>15</b>
	Work for UNDP/ major multilateral/ or bilateral programmes	<b>30</b>
		<b>300</b>

**Table 2(b): Proposed Methodology, Approach and Implementation Plan**

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	<b>Technical Approach and Methodology</b>	
	• Understanding of the objectives of the assignment	40
	• Interpretation of scope of task in line with the Terms of Reference	40
	• Approach to the services	50
	• Methodology for carrying out the activities and obtaining the expected output/Degree of detail of output	70
	• Details on the methodology to evaluate ecosystem services	60
	• Details on the training programme	40
2.2	<b>Work plan</b>	
	• Clarity in presentation	25
	• Degree of logical and realistic sequence of activities	25
	• Planning for efficient implementation of the project	25
	• Compliance with workplan in the RFP	25
<b>Total Part 2</b>		<b>400</b>

**Table 2(c): Management Structure and Key Personnel**

Technical Proposal Evaluation Form 3		Points Obtainable
Management Structure and Key Personnel		
3.1	<b>Management Structure</b>	
	(a) Structure and composition of team	50
	(b) Discipline of assignments	50
3.2	<b>Key professional staff qualifications and suitability for assignment</b>	
A	<b>Key Expert 1 - International Consultant – Environmental Economist International Expert (Team Leader)</b>	
	(a) General Academic Qualifications	
	• Masters	15
	• PhD	20
	(b) Experience	
	(1) Post degree experience relevant to environmental economics	
	• Less than 10 years	0
	• 10 - 15 years	10
	• More than 15 years	15
	(2) Experience relevant to multi-disciplinary environmental, biodiversity or natural resource economics, ecosystem services, and knowledge of biodiversity mainstreaming, wetlands, climate change and adaptation and mitigation approaches	
	• No experience	0
	• 3 - 5 years	10
	• More than 5 years	15

	(3) Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1- 3 projects	10
	• More than 3 projects	15
	(c) Work experience in Small Island Developing States (SIDS), preferably in Mauritius	15
	(d) Proficiency in English (Mandatory)	15
	(e) Proficiency in French	5
B	<b>Key Expert 2 – Environmental Economics and Business Consultant - National Expert</b>	
	(a) General Academic Qualifications	
	• Masters	15
	• PhD	20
	(b) Experience	
	(1) Post degree specific experience in marine and coastal biodiversity, MPA planning and policy	
	• Less than 3 years	0
	• 3 - 5 years	10
	• More than 5 years	15
	(2) Knowledge of environment, ecology, coastal and marine ecosystem services and or marine protected area issues in Mauritius	
	• No experience	0
	• 1 -3 projects	10
	• More than 3 projects	15
	(3) Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• 1- 3 projects	10
	• More than 3 projects	15
	(c) Work experience in Small Island Developing States (SIDS), preferably in Mauritius	15
	(d) Proficiency in English (Mandatory)	15
	(e) Proficiency in French	5
<b>Total Part 3</b>		<b>300</b>

**\* Notes:**

- a. Degree Holder means any relevant degree in the field of expertise as defined in the qualification of the Consultancy Team component of Section 2.8 – Terms of Reference.

**TABLE 3: SUMMARY OF TECHNICAL PROPOSAL EVALUATION FORMS – LOT 2**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization	30%	300
2.	Proposed Methodology, Approach and	40%	400

	Implementation Plan		
3.	Management Structure and Key Personnel	30%	300
	<b>Total</b>		<b>1000</b>

**Table 3(a): Expertise of the Firm/Organization**

Technical Proposal Evaluation Form 1		Points obtainable
Expertise of the Firm/Organization		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
1.2	General Organizational Capability which is likely to affect implementation	
	(1) Financial stability	<b>20</b>
	(2) Type of firm/organization <ul style="list-style-type: none"> <li>• loose consortium</li> <li>• one firm</li> </ul>	15 <b>20</b>
	(3) Age/size of the firm <ul style="list-style-type: none"> <li>• Less than 5 years</li> <li>• 5 - 10 years</li> <li>• More than 10 years</li> </ul>	0 15 <b>20</b>
	(4) Strength of project management support	<b>10</b>
	(5) Project management controls	<b>10</b>
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	<b>10</b>
1.4	Quality assurance procedures, warranty (e.g. ISO certified or Quality Management System in place)	<b>20</b>
1.5	Relevance of:	
	A. Specialised Knowledge	
	(1) Marine Protected Area Management <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 10 <b>20</b>
	(2) Development of Marine Protected Area Management plan <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 10 <b>20</b>
	(3) Expertise in reviewing institutional and governance framework of MPA <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 10 <b>20</b>
	B. Experience of lead firm/organization on Similar Programme / Projects	<b>20</b>



	C. Experience of lead firm/organization on Projects in Small Island Developing States (SIDS)	<b>15</b>
	D. Experience of lead firm/organization on Projects in Mauritius and/or Rodrigues specifically	<b>15</b>
	Work for UNDP/ major multilateral/ or bilateral programmes	<b>30</b>
		<b>300</b>

**Table 3(b): Proposed Methodology, Approach and Implementation Plan**

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	<b>Technical Approach and Methodology</b>	
	• Understanding of the objectives of the assignment	<b>50</b>
	• Interpretation of scope of task in line with the Terms of Reference	<b>50</b>
	• Approach to the services	<b>60</b>
	• Methodology for carrying out the activities and obtaining the expected output/Degree of detail of output	<b>80</b>
	• Details on the development of coastal spatial atlas	<b>60</b>
2.2	<b>Work plan</b>	
	• Clarity in presentation	<b>25</b>
	• Degree of logical and realistic sequence of activities	<b>25</b>
	• Planning for efficient implementation of the project	<b>25</b>
	• Compliance with workplan in the RFP	<b>25</b>
<b>Total Part 2</b>		<b>400</b>

**Table 3(c): Management Structure and Key Personnel**

Technical Proposal Evaluation Form 3		Points Obtainable
Management Structure and Key Personnel		
3.1	<b>Management Structure</b>	
	(a).Structure and composition of team	<b>50</b>
	(b). Discipline of assignments	<b>50</b>
3.2	<b>Key professional staff qualifications and suitability for assignment</b>	
A	<b>Key Expert 1 – MPA Planning &amp; Management Specialist (Team Leader)</b>	
	(a). General Academic Qualifications	
	• Masters	15
	• PhD	<b>20</b>
	(b). Experience	
	(1). Post degree experience relevant to conservation of marine and coastal biodiversity	
	• Less than 10 years	0
	• 10 - 15 years	10
	• More than 15 years	<b>15</b>
	(2). Experience relevant to conservation and/or restoration of wetlands	

	• No experience	0
	• 1 - 3 projects	10
	• More than 3 projects	15
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	10
	• More than 3 projects	15
	(4). Work experience in Small Island Developing States (SIDS), preferably in Mauritius	15
	(5). Proficiency in English (Mandatory)	15
	(6). Proficiency in French	5
<b>C</b>	<b>Local Expert 1 – MPA Planning and Management Consultant</b>	
	(a). General Academic Qualifications	
	• Masters	10
	• PhD	15
	(b). Experience	
	(1).Post degree specific experience in conservation, sustainable use and management of marine and coastal biodiversity	
	• Less than 10 years	0
	• 10 - 15 years	5
	• More than 15 years	10
	(2). Experience relevant to conservation and/or restoration of wetlands	
	• No experience	0
	• 1 - 3 projects	10
	• More than 3 projects	15
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	5
	• More than 3 projects	10
<b>D</b>	<b>Local Expert 2 – Legal and Institutional Expert (with focus on environmental Law)</b>	
	(a). General Academic Qualifications	
	• Masters	10
	• PhD	15
	(b). Experience	
<b>1</b>	(1) Post degree specific experience in management of Marine Protected Area	
	• Less than 5 years	0
	• 5 - 8 years	10
	• More than 8 years	15
	(2). Experience relevant to work with a range of stakeholders including Government agencies and the private sector	
	• No experience	0
	• 1 - 3 projects	5

	• More than 3 projects	<b>10</b>
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	5
	• More than 3 projects	<b>10</b>
	<b>Total</b>	<b>300</b>

**TABLE 4: SUMMARY OF TECHNICAL PROPOSAL EVALUATION FORMS – LOT 3**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
	<b>Total</b>		<b>1000</b>

**Table 4(a): Expertise of the Firm/Organization**

Technical Proposal Evaluation Form 1		Points obtainable
<b>Expertise of the Firm/Organization</b>		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
1.2	General Organizational Capability which is likely to affect implementation	
	(a) Financial stability	<b>20</b>
	(b) Type of firm/organization	
	• loose consortium	15
	• one firm	<b>20</b>
	(c) Age/size of the firm	
	• Less than 5 years	0
	• 5 - 10 years	15
	• More than 10 years	<b>20</b>
	(d) Strength of project management support	<b>10</b>
	(e) Project management controls	<b>10</b>
1.3	(f) Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	<b>10</b>
1.4	(g) Quality assurance procedures, warranty (e.g. ISO certified or Quality Management System in place)	<b>20</b>
1.5	(h) Relevance of Specialised Knowledge:	
	1. Producing financing and investment strategy	

	<ul style="list-style-type: none"> <li>No experience</li> <li>1 – 3 projects</li> <li>More than 3 projects</li> </ul>	0 20 <b>30</b>
	2. Marine Protected Area Management <ul style="list-style-type: none"> <li>No experience</li> <li>1 – 3 projects</li> <li>More than 3 projects</li> </ul>	0 20 <b>30</b>
	(i) Experience of lead firm/organization on Similar Programme / Projects	<b>20</b>
	(j) Experience of lead firm/organization on Projects in Small Island Developing States (SIDS)	<b>15</b>
	(k) Experience of lead firm/organization on Projects in Mauritius and/or Rodrigues specifically	<b>15</b>
	(l) Work for UNDP/ major multilateral/ or bilateral programmes	<b>30</b>
		<b>300</b>

**Table 4(b): Proposed Methodology, Approach and Implementation Plan**

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	<b>Technical Approach and Methodology</b>	
	<ul style="list-style-type: none"> <li>Understanding of the objectives of the assignment</li> </ul>	<b>50</b>
	<ul style="list-style-type: none"> <li>Interpretation of scope of task in line with the Terms of Reference</li> </ul>	<b>50</b>
	<ul style="list-style-type: none"> <li>Approach to the services</li> </ul>	<b>60</b>
	<ul style="list-style-type: none"> <li>Methodology for carrying out the activities and obtaining the expected output/Degree of detail of output</li> </ul>	<b>80</b>
	<ul style="list-style-type: none"> <li>Details on the methodology to review the financial and investment framework</li> </ul>	<b>60</b>
2.2	<b>Work plan</b>	
	<ul style="list-style-type: none"> <li>Clarity in presentation</li> </ul>	<b>25</b>
	<ul style="list-style-type: none"> <li>Degree of logical and realistic sequence of activities</li> </ul>	<b>25</b>
	<ul style="list-style-type: none"> <li>Planning for efficient implementation of the project</li> </ul>	<b>25</b>
	<ul style="list-style-type: none"> <li>Compliance with workplan in the RFP</li> </ul>	<b>25</b>
<b>Total Part 2</b>		<b>400</b>

**Table 4(c): Management Structure and Key Personnel**

Technical Proposal Evaluation Form 3.		Points Obtainable
Management Structure and Key Personnel		
3.1	<b>Management Structure</b>	
	(a) Structure and composition of team	<b>50</b>
	(b) Discipline of assignments	<b>50</b>
3.2	<b>Key professional staff qualifications and suitability for assignment</b>	
A	<b>Key Expert 1 – Environmental Public Finance Specialist (Team Leader)</b>	
	(a) General Academic Qualifications	

	• Masters	15
	• PhD	<b>20</b>
	(b) Experience	
	(1) Post degree experience	
	• Less than 10 years	0
	• 10- 18 years	10
	• More than 18 years	<b>15</b>
	(2) Experience in Public Planning and Financing	
	• No experience	0
	• 1- 3 projects	10
	• More than 3 projects	<b>15</b>
	(3) Experience in similar projects	
	• No experience	0
	• 1 - 3 projects	10
	• More than 3 projects	<b>15</b>
	(c) Work experience in Small Island Developing States (SIDS), preferably in Mauritius	<b>20</b>
	(d) Proficiency in English (Mandatory)	<b>20</b>
	(e) Proficiency in French	<b>15</b>
F	<b>Local Expert 1 – MPA Planning and Management Consultant</b>	
	(a). General Academic Qualifications	
	• Masters	15
	• PhD	<b>20</b>
	(b). Experience	
	(1). Post degree experience	
	• Less than 5 years	0
	• 5 - 10 years	10
	• More than 10 years	<b>20</b>
	(2). Experience relevant to management of MPA	
	• No experience	0
	• 1 - 3 projects	10
	• More than 3 projects	<b>20</b>
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	10
	• More than 3 projects	<b>20</b>
<b>Total Part 3</b>		<b>300</b>

**\* Notes:**

- b. Degree Holder means any relevant degree in the field of expertise as defined in the qualification of the Consultancy Team component of Section 3.8 – Terms of Reference.
- c. The legal expert shall mention specifically which Legislations/Regulations they have drafted

**TABLE 5: SUMMARY OF TECHNICAL PROPOSAL EVALUATION FORMS – LOT 4**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
<b>Total</b>			<b>1000</b>

**Table 5(a): Expertise of the Firm/Organization**

Technical Proposal Evaluation Form 1		Points obtainable
<b>Expertise of the Firm/Organization</b>		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
1.2	General Organizational Capability which is likely to affect implementation	
	(f) Financial stability	<b>20</b>
	(g) Type of firm/organization <ul style="list-style-type: none"> <li>• loose consortium</li> <li>• one firm</li> </ul>	15 <b>20</b>
	(h) Age/size of the firm <ul style="list-style-type: none"> <li>• Less than 5 years</li> <li>• 5 - 10 years</li> <li>• More than 10 years</li> </ul>	0 15 <b>20</b>
	(i) Strength of project management support	<b>10</b>
	(j) Project management controls	<b>10</b>
1.3	(f) Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	<b>10</b>
1.4	(g) Quality assurance procedures, warranty (e.g. ISO certified or Quality Management System in place)	<b>20</b>
1.5	(h) Relevance of Specialised Knowledge:	
	3. Producing MPA's management Plans	0

	<ul style="list-style-type: none"> <li>No experience</li> <li>1 – 3 projects</li> <li>More than 3 projects</li> </ul>	20 <b>30</b>
	4. Marine Protected Area Management <ul style="list-style-type: none"> <li>No experience</li> <li>1– 3 projects</li> <li>More than 3 projects</li> </ul>	0 20 <b>30</b>
	(m) Experience of lead firm/organization on Similar Programme / Projects	<b>20</b>
	(n) Experience of lead firm/organization on Projects in Small Island Developing States (SIDS)	<b>15</b>
	(o) Experience of lead firm/organization on Projects in Mauritius and/or Rodrigues specifically	<b>15</b>
	(p) Work for UNDP/ major multilateral/ or bilateral programmes	<b>30</b>
		<b>300</b>

**Table 5(b): Proposed Methodology, Approach and Implementation Plan**

Technical Proposal Evaluation Form 2		Points Obtainable
<b>Proposed Methodology, Approach and Implementation Plan</b>		
2.1	<b>Technical Approach and Methodology</b>	
	• Understanding of the objectives of the assignment	<b>50</b>
	• Interpretation of scope of task in line with the Terms of Reference	<b>50</b>
	• Approach to the services	<b>60</b>
	• Methodology for carrying out the activities and obtaining the expected output/Degree of detail of output	<b>80</b>
	• Details on the methodology to review the financial and investment framework	<b>60</b>
2.2	<b>Work plan</b>	
	• Clarity in presentation	<b>25</b>
	• Degree of logical and realistic sequence of activities	<b>25</b>
	• Planning for efficient implementation of the project	<b>25</b>
	• Compliance with workplan in the RFP	<b>25</b>
<b>Total Part 2</b>		<b>400</b>

**Table 5(c): Management Structure and Key Personnel**

Technical Proposal Evaluation Form 3.		Points Obtainable
<b>Management Structure and Key Personnel</b>		
3.1	<b>Management Structure</b>	
	(c) Structure and composition of team	<b>50</b>
	(d) Discipline of assignments	<b>50</b>
3.2	<b>Key professional staff qualifications and suitability for assignment</b>	
A	<b>Key Expert 1 – Expert in Natural Resources with speciality in coastal and marine</b>	

	<b>biodiversity (Team Leader)</b>	
	(f) General Academic Qualifications	
	• Masters	10
	• PhD	15
	(g) Experience	
	(4) Post degree experience	
	• Less than 10 years	0
	• 10- 18 years	10
	• More than 18 years	15
	(5) Experience in developing management plans of protected areas	
	• No experience	0
	• 1 - 3 projects	10
	• More than 3 projects	15
	(6) Experience in similar projects	
	• No experience	0
	• 1 - 3 projects	10
	• More than 3 projects	15
	(h) Work experience in Small Island Developing States (SIDS), preferably in Mauritius	15
	(i) Proficiency in English (Mandatory)	15
	(j) Proficiency in French	10
F	<b>Local Expert 1 – Environmental Public Finance Specialist</b>	
	(a). General Academic Qualifications	
	• Masters	10
	• PhD	15
	(b). Experience	
	(1). Post degree experience	
	• Less than 5 years	0
	• 5 - 10 years	10
	• More than 10 years	15
	(2). Experience relevant to public planning and financing	
	• No experience	0
	• 1 - 3 projects	5
	• More than 3 projects	10
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	5
	• More than 3 projects	10
G	<b>Local Expert 2 – Biodiversity Specialist</b>	
	(a). General Academic Qualifications	



	• Masters	10
	• PhD	<b>15</b>
	(b). Experience	
1	(1). Post degree specific experience in management of Marine Protected Area	
	• Less than 5 years	0
	• 5- 10 years	10
	• More than 10 years	<b>15</b>
	(2) Experience working on marine and coastal biodiversity, MPA planning and policy	
	• No experience	0
	• 1 - 3 projects	5
	• More than 3 projects	<b>10</b>
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	5
	• More than 3 projects	<b>10</b>
<b>Total Part 3</b>		<b>300</b>

**\* Notes:**

- d. Degree Holder means any relevant degree in the field of expertise as defined in the qualification of the Consultancy Team component of Section 3.8 – Terms of Reference.
- e. The legal expert shall mention specifically which Legislations/Regulations they have drafted

**TABLE 6: SUMMARY OF TECHNICAL PROPOSAL EVALUATION FORMS – LOT 5**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
<b>Total</b>			<b>1000</b>

**Table 6(a): Expertise of the Firm/Organization**

Technical Proposal Evaluation Form 1		Points obtainable
<b>Expertise of the Firm/Organization</b>		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
1.2	General Organizational Capability which is likely to affect implementation	
	(k) Financial stability	<b>20</b>
	(l) Type of firm/organization <ul style="list-style-type: none"> <li>• loose consortium</li> <li>• one firm</li> </ul>	15 <b>20</b>
	(m) Age/size of the firm <ul style="list-style-type: none"> <li>• Less than 5 years</li> <li>• 5 - 10 years</li> <li>• More than 10 years</li> </ul>	0 15 <b>20</b>
	(n) Strength of project management support	<b>10</b>
	(o) Project management controls	<b>10</b>
1.3	(f) Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	<b>10</b>
1.4	(g) Quality assurance procedures, warranty (e.g. ISO certified or Quality Management System in place)	<b>20</b>
1.5	(h) Relevance of Specialised Knowledge:	
	5. Producing MPA's management Plans <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 20 <b>30</b>
	6. Marine Protected Area Management <ul style="list-style-type: none"> <li>• No experience</li> <li>• 1 – 3 projects</li> <li>• More than 3 projects</li> </ul>	0 20 <b>30</b>
	(q) Experience of lead firm/organization on Similar Programme / Projects	<b>20</b>
	(r) Experience of lead firm/organization on Projects in Small Island Developing States (SIDS)	<b>15</b>
	(s) Experience of lead firm/organization on Projects in Mauritius and/or Rodrigues specifically	<b>15</b>
	(t) Work for UNDP/ major multilateral/ or bilateral programmes	<b>30</b>
		<b>300</b>

**Table 6(b): Proposed Methodology, Approach and Implementation Plan**

Technical Proposal Evaluation Form 2		Points Obtainable
<b>Proposed Methodology, Approach and Implementation Plan</b>		
2.1	<b>Technical Approach and Methodology</b>	
	• Understanding of the objectives of the assignment	<b>50</b>
	• Interpretation of scope of task in line with the Terms of Reference	<b>50</b>
	• Approach to the services	<b>60</b>
	• Methodology for carrying out the activities and obtaining the expected output/Degree of detail of output	<b>80</b>
	• Details on the methodology to review the financial and investment framework	<b>60</b>
2.2	<b>Work plan</b>	
	• Clarity in presentation	<b>25</b>
	• Degree of logical and realistic sequence of activities	<b>25</b>
	• Planning for efficient implementation of the project	<b>25</b>
	• Compliance with workplan in the RFP	<b>25</b>
<b>Total Part 2</b>		<b>400</b>

**Table 6(c): Management Structure and Key Personnel**

Technical Proposal Evaluation Form 3.		Points Obtainable
<b>Management Structure and Key Personnel</b>		
3.1	<b>Management Structure</b>	
	(e) Structure and composition of team	<b>50</b>
	(f) Discipline of assignments	<b>50</b>
3.2	<b>Key professional staff qualifications and suitability for assignment</b>	
A	<b>Key Expert 1 – MPA Planning &amp; Management Specialist (Team Leader)</b>	
	(k) General Academic Qualifications	
	• Masters	<b>10</b>
	• PhD	<b>15</b>
	(l) Experience	
	(7) Post degree experience	
	• Less than 10 years	<b>0</b>
	• 10- 18 years	<b>10</b>
	• More than 18 years	<b>15</b>
	(8) Experience in the MPA management and planning	
	• No experience	<b>0</b>
	• 1 - 3 projects	<b>10</b>
	• More than 3 projects	<b>15</b>
	(9) Experience in similar projects	
	• No experience	<b>0</b>
	• 1 - 3 projects	<b>10</b>

	• More than 3 projects	<b>15</b>
	(m) Work experience in Small Island Developing States (SIDS), preferably in Mauritius	<b>15</b>
	(n) Proficiency in English (Mandatory)	<b>15</b>
	(o) Proficiency in French	<b>10</b>
<b>F</b>	<b>Local Expert 1 – MPA Planning and Management Consultant</b>	
	(a). General Academic Qualifications	
	• Masters	10
	• PhD	<b>15</b>
	(b). Experience	
	(1). Post degree experience	
	• Less than 10 years	0
	• 10 - 15 years	10
	• More than 15 years	<b>15</b>
	(2). Experience relevant to management of MPA	
	• No experience	0
	• 1 - 3 projects	5
	• More than 3 projects	<b>10</b>
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	• No experience	0
	• 1 – 3 projects	5
	• More than 3 projects	<b>10</b>
<b>G</b>	<b>Local Expert 2 – Environmental Public Finance Specialist</b>	
	(a). General Academic Qualifications	
	• Masters	10
	• PhD	<b>15</b>
	(b). Experience	
<b>1</b>	(1). Post degree specific experience in Public administration and Finance	
	• Less than 5 years	0
	• 5 - 8 years	10
	• More than 8 years	<b>15</b>
	(3) Experience working on marine and coastal biodiversity, MPA planning and policy	
	• No experience	0
	• 1 - 3 projects	5

	<ul style="list-style-type: none"> <li>• More than 2 projects</li> </ul>	<b>10</b>
	(3). Experience in carrying out or having been involved in assignment(s) of a nature and complexity close to the present assignment	
	<ul style="list-style-type: none"> <li>• No experience</li> </ul>	0
	<ul style="list-style-type: none"> <li>• 1 – 3 projects</li> </ul>	5
	<ul style="list-style-type: none"> <li>• More than 3 projects</li> </ul>	<b>10</b>
<b>Total Part 3</b>		<b>300</b>

**\* Notes:**

- f. Degree Holder means any relevant degree in the field of expertise as defined in the qualification of the Consultancy Team component of Section 3.8 – Terms of Reference.
- g. The legal expert shall mention specifically which Legislations/Regulations they have drafted

### **Section 3: Terms of Reference (TOR) for Consultancy Services for Marine Protected Area in the Republic of Mauritius**

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#### **1. Project Background**

Mauritius forms part of the Western Indian Ocean Islands, one of the 25 internationally recognized biodiversity ‘hotspots’. The tropical climate, topography and history of isolation, has resulted in the evolution of a diverse biota with a high degree of endemism. Terrestrial biodiversity is forest-dependent. However, much of the extant forest has been lost: land clearance and forest degradation has already impacted more than 90% of Mauritius Island’s land surface. Marine biodiversity is in a better condition, but is also threatened. Extensive reef systems surround all the islands of the archipelago. Rodrigues harbours a large reef expanse, three times the size of the island.

Most of the useable land on the island of Mauritius has been put to production use. Despite the extensive degradation and transformation that has occurred in many areas, coastal ecosystems and adjacent landscapes still maintain their basic ecological functions. The coastal strip provides prime land for habitation, recreation and tourism, while seascapes provide the basis of food provision through fisheries and the country’s main touristic attraction—beaches, nautical sports and related activities. Lagoon habitats are especially important in this regard. They contribute to the overall productivity of coastal waters by supporting a variety of habitats, including salt marshes, seagrasses, and mangroves.

The objective of the project is to mainstream the conservation and sustainable use of biodiversity and ecosystem services into coastal zone management and into the operations and policies of the tourism and physical development sectors in the Republic of Mauritius through a ‘land- and seascape wide’ integrated management approach based on the Environmental Sensitive Areas’ (ESAs) inventory and assessment. More specifically, the project will achieve this through a three-pronged approach: (1) support the incorporation of ESA recommendations into policies and enforceable regulations pertaining to integrated coastal zone management (ICZM), thereby mitigating threats to biodiversity and ecosystem functions and resilience with a special focus on tourism and physical development in the coastal zone; (2) support the effective management of marine protected areas (MPAs) across the RM, given that they contain an important proportion of critically sensitive ESAs; and (3) demonstrate mechanisms to arrest land degradation in sensitive locations, focusing on reducing coastal erosion and sedimentation and helping to restore ecosystem functions in key wetland areas.

The TOR comprises five lots as follows:

- (a) Lot 1 – Consultancy services to carry out economic evaluations of coastal and marine ecosystems for Rodrigues and one District (Black River) in Mauritius, two MPAs (SEMPA and Blue Bay) and the northern coastal wetlands.
- (b) Lot 2 – Analysis of the institutional and governance arrangement for MPA management in the Republic of Mauritius
- (c) Lot 3 – Development of an investment framework and financing strategy to realise the values and benefits of MPAs, and increase the financing flows to MPAs
- (d) Lot 4 - Development of management plan for six fishing reserves and a Lagoon Rehabilitation Plan in Mauritius
- (e) Lot 5 - Develop operational and business plans for MPA’s in the Republic of Mauritius and introduce regular assessments of management effectiveness, using recognised methodologies and guidelines

#### **Lot 1 – Consultancy services to carry out economic evaluations of coastal and marine ecosystems**

**for Rodrigues and one District (Black River) in Mauritius, two MPAs (SEMPA and Blue Bay) and the northern coastal wetlands.**

The main beneficiaries of Lot 1 of this project are the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping, the Rodrigues Regional Assembly and the Ministry of Agro Industry and Food Security

## **2.1 Objective of Lot 1**

The objective of this study is to recognize, demonstrate and capture the value of ecosystem services provided by coastal and marine ecosystems and provide knowledge and capacity building services to the government of Mauritius, as well as to other key stakeholders involved in the implementation of the Mainstreaming biodiversity project.

## **2.2 Scope of the Consultancy Service**

An economic evaluation of the ecosystem services provided by coastal and marine ESA's in the Republic of Mauritius is part of the project under component 1. The economic valuation will focus on the role of ESA's in terms of providing beneficial ecosystem services. Such economic valuation will be undertaken for the following:

- i. Rodrigues
- ii. Black River district
- iii. Three Marine Protected Area (SEMPA, BalACLava and Blue Bay Marine Park) and The Northern wetlands.

The scopes of services are as follows:

1. To review economic evaluation of marine and ecosystem services studies carried out in the world in the last 15 years with particular reference to SIDS;
2. To design a simple practical methodology for carrying out the economic evaluation of marine and coastal ecosystem services and to model it for the Republic of Mauritius;
3. To use the methodology and model to evaluate the ecosystem services provided by Rodrigues, Black River District, SEMPA, BalACLava Marine Park, Blue Bay Marine Park and the Northern Wetlands;
4. To prepare an accredited online study course on the methodology and model used to evaluate the ecosystem evaluation of coastal and marine ESA's in Mauritius

## **2.3. Detailed Tasks**

For the purpose of Lot 1, the Consultants are required to carry out the following tasks:

- To Identify and assess the ecosystem services values based on existing national, regional and global studies on the value of ecosystems and biodiversity, including: the valuation of marine protected areas, any other national ecosystem services studies that have been conducted so far and existing global and regional maps and overlays of key ecosystem services with emphasis on SIDS.
- To estimate and demonstrate the value of ecosystem service(s) provided by marine and coastal ecosystems in the study areas (using the appropriate methods), including the value of biodiversity, climate resilience, adaptation and mitigation, and sustaining livelihoods by:
  - i. Identifying beneficial ecosystem services provided by the coastal and marine ecosystems in the study
  - ii. Developing valuation method and model for ecosystem services provided by coastal and marine ecosystems in the Republic of Mauritius
  - iii. Collecting required data for valuation through field consultation and secondary review of

studies on the case study area and other relevant studies

- iv. Applying the valuation methods and calculate the value of ecosystem services provided by coastal and marine ecosystems in the study
- v. Identifying the impact of land -based activities in the study areas

- To Identify mechanisms for incorporating these values into national accounting practices
- To Identify, where appropriate, potential means of capturing the value of targeted ecosystem services, including through policies such as payments for ecosystem services and other positive incentives
- To identify the implications of these services for different stakeholder groups within each of the study areas, including those who benefit from, and pay for, the maintenance of these ecosystem services, and those that degrade ecosystems through unsustainable use.
- To document the findings and analyse the policy implications
- To devise a MQA or any acceptable accredited online study course on the methodology and model used to evaluate the ecosystem evaluation of coastal and marine ESA's in Mauritius
- Organise two 1-day workshops for key Government of Mauritius stakeholders, as well as to other key stakeholders involved in the implementation of the Mainstreaming Biodiversity Project

## **2.4. Workshops**

For the purposes of lot 1 of the assignment, the following workshops shall be conducted by the Consultant:

- One-day Inception Workshop.
- One-day workshop for validation of deliverables

## **2.5. Responsibility of expert**

### **2.5.1. Environmental Economist Expert (Team Leader)**

He/She will lead the consultation process at national and sectoral level to carry out a global desk review of studies on marine and coastal ecosystem services evaluation and to design a simple and practical methodology to evaluate coastal and marine ecosystem services in the Republic of Mauritius. He/She will be required to carry out the economic evaluation of marine and coastal ecosystem in Mauritius and Rodrigues. He/She will Identify mechanisms for incorporating these values into national accounting practices and to Identify potential means of capturing the value of targeted ecosystem services, including through policies such as payments for ecosystem services and other positive incentives. He/She should identify the implications of these services for different stakeholder groups within each of the study areas, including those who benefit from, and pay for, the maintenance of these ecosystem services, and those that degrade ecosystems through unsustainable use and to document the findings and analyse the policy implications. He/She will have to design an accredited online study course on the methodology and model used to evaluate the ecosystem evaluation of coastal and marine ESA's in Mauritius and to Organise two 1-day workshops for key Government of Mauritius stakeholders, as well as to other key stakeholders involved in the implementation of the Mainstreaming Biodiversity Project

He/She will be the team leader and will therefore be responsible for organization, coordination of all expert's work, compilation and timely submission of deliverables. The team leader will also be the liaison person between the client and the firm.

### **2.5.2. Environmental Economist - National Expert**

He/She will assist the team leader to carry out the economic evaluation of marine and coastal ecosystem services in the Republic of Mauritius.



## 2.6. Duration of the assignment / Time Frame

The consultancy services shall be completed within 80 person-days in accordance with the schedule for the submission of the deliverables including a minimum of three missions both in Mauritius and Rodrigues.

The expected duration of main tasks is expected depicted in table 7.:

**TABLE 7. EXPECTED DURATION OF LOT 1**

	<b>Experts</b>	<b>Required Person-days in total</b>
1	Environmental Economist I Expert (Team Leader)	60
2	Environmental Economist - National Expert	20
<b>Total</b>		<b>80</b>

The assignment should be completed within 9 months from the starting date of the assignment.

## 2.7. Reporting, Presentations, and Language

A Technical Committee has been set up under the aegis of the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping to oversee all assignment related to mainland Mauritius. Similarly, the Technical Committee set up by RRA will oversee all tasks related to Rodrigues. Members of the TC's are senior technicians of different Ministries/organisations.

These TC's will be responsible:

1. to provide support on proposed works;
2. to provide inputs/views on technical reports; and
3. to facilitate consultative meetings.

The Technical Committee will review all outputs/deliverables. Their comments shall be communicated to the consultants within 21 days of submission of the output/deliverable. The consultants will then have to consider and incorporate the comments within a period of 2 weeks from the date of receipt of comments. The consultants will have to provide for justifications when comments are not incorporated in the output/deliverable.

Reporting line and collaboration with stakeholders will be as follows:

- The consultants will be required to report to the Technical Committees and Steering Committee and work in collaboration with the National Project Director, Chief Technical Adviser and Project Management Unit.
- The consultants will have to work closely with the Ministry of Ocean Economy, marine resources, Fisheries and shipping and RRA and their officers will accompany consultants on field surveys as and when required.
- The consultants will have to work with the concerned Ministries/Departments for the different ESAs.
- Throughout the duration of the contract, the Consultants shall maintain a constant liaison with the Client to discuss alternatives, options and any other matters pertaining to the progress of works. They shall submit regular interim progress reports as required by the client.
- The Ministry of Ocean Economy, Marie Resources, Fisheries and Shipping and RRA will be responsible for technical issues pertaining to the assignment.
- The UNDP will be responsible for contractual and payment issues for this assignment.

All reports shall be submitted in hard copies (6 copies). The soft copy should not be secured with password(s) to allow printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and should be presented in a format acceptable by the Technical Committee under the aegis of the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping as well as the Rodrigues Regional Assembly. All documents shall become the property of the Government of Mauritius.

The reports and documentation should be submitted in electronic format, in both editable Microsoft Office Word version and in pdf version. All the final versions of the reports and documentation should also be dispatched to the Project Manager in 3 original CDs. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant will have to submit all reports and documentation in draft form (in soft format - MS Word) in the first instance, and should thereafter incorporate any comments the Client may submit, prior to their finalization. Draft reports and documentation would have to be submitted at least 2 weeks before the final reports/documentation are due so that the Client will have ample time to circulate the drafts for any feedback from the Steering Committee. Payment will be made only on the final deliverables, and these final deliverables ***should be to the satisfaction of*** the National Project Director, the Project Manager, the Steering Committee, the Technical Committees and the UNDP Country Office.

### **3. Logistical arrangements**

The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping shall provide for office space with fax, telephone and internet facilities.

The Project Manager will provide logistical support for the organization of workshops and other events/meetings (as required), and for the mobilization of stakeholders for such events/meetings.

The venues for the workshops and events/meetings will be arranged by the Project Manager and the costs thereof shall be met under the project funds.

The consultants may be required to act as resource person for all national workshops with all major stakeholders (Government agencies and NGOs) to discuss findings and proposals.

### **4. Delivery and Payment Schedules**

- Deliverables will be the basis for the payment schedule. All reports will be submitted in draft (for comments) and then final.
- The Deliverables shall be submitted in electronic format (MS Word, and Pdf versions) and by courier to the Project Manager, Mr P. Ragen. The address for delivery is:

Mr. Parmananda Ragen, Project Manager  
Mainstreaming Biodiversity into the Management of the Coastal Zone in the republic of Mauritius  
Address: Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping,  
Ground Floor, LIC Building,

President John Kennedy Street,  
Port Louis.  
Email : [parmananda.ragen@undp.org](mailto:parmananda.ragen@undp.org)  
Tel: +230 214 2508  
Fax: +230 214 3512

- Payment of fees will be subject to the schedule in Table 8.

**TABLE 8 : SCHEDULE FOR PAYMENT OF FEES– LOT 1**

Item	Project	Activity/deliverable	Time Schedule	Payment Schedule
1	Agreed Work Plan		Jul - 18	5%
2	Inception Report		Jul – 18	5%
3	Draft report on the desk review of economic evaluation studies		Aug - 18	10%
4	Final report on the desk review of economic evaluation studies		Aug – 18	5%
5	Draft report on the methodology and model for carrying out the economic evaluation of marine and coastal ecosystem services or the Republic of Mauritius		Sep -18	10%
6	Final report on the methodology and model for carrying out the economic evaluation of marine and coastal ecosystem services or the Republic of Mauritius		Sep – 18	5%
7	Draft report on the economic evaluation of ecosystem services for Balaclava and Blue Bay Marine Parks		Oct – 18	10%
8	Final report on the economic evaluation of ecosystem services for Balaclava and Blue Bay Marine Parks		Oct -18	5%
9	Draft report on the economic evaluation of ecosystem services for Black River District and Northern Wetlands		Nov – 18	10%
10	Final report on the economic evaluation of ecosystem services for Black River District and Northern Wetlands		Nov – 18	5%
11	Draft report on the economic evaluation of ecosystem services for Rodrigues and SEMPA		Dec – 18	10%
12	Final report on the economic evaluation of ecosystem services for Rodrigues and SEMPA		Dec – 18	5%
13	Draft online course material for the economic evaluation of ecosystem services for the Republic of Mauritius		Jan – 19	5%
14	Final online material for the economic evaluation of ecosystem services for the Republic of Mauritius		Feb - 19	5%
15	Validation workshop report and Final Report		Feb - 19	5%
	Total			100%

## 5. Qualification of the Consultancy Team

The core personnel shall have the expertise in the fields required for the implementation of the project. Details like academic qualifications, field of competency and technical/practical experience of the previous assignments of similar nature and/or related consultancy services should be submitted with signed CVs.

The selection of the Consultant for the Project shall be based on a Quality and Cost method and eventually appointed on a **lump sum fee basis**.

The consultant shall undertake at least three missions both to Mauritius and Rodrigues during the assignment.

The core personnel should consist of the following:

1. Environmental Economist I Expert
2. Environmental Economist - National Expert

#### **5.1. Key Expert 1 – International Consultant – Environmental Economist Expert (Team Leader)**

- Master's degree with 7 years' experience or a PhD in the related field and have a good understanding of the social and economic aspect of biodiversity, ecosystem and climate change
- At least 10 years' experience in multi-disciplinary environmental, biodiversity or natural resource economics, ecosystem services, and knowledge of biodiversity mainstreaming, wetlands, climate change and adaptation and mitigation approaches
- SIDS countries experience
- Strong expertise in cost-benefits analysis, economic valuation methodologies, scenario testing
- Strong analytical and quantitative skills, including economic theory, mathematics and statistics
- Proven ability to work with a range of stakeholders including Government agencies and the private sector
- Demonstrated leadership, facilitation and coordination skills, ability for managing timely and effective delivery of both quantity and quality work on time
- Demonstrate capacity development and training experience in economic valuation field
- Be fully IT-literate
- Excellent verbal and written communication skills in English, French would be an advantage.
- **He/She shall provide 60 person-days service**

#### **5.2. Local Expert 1 – Environmental Economist - National Expert**

- Minimum of Masters degree in natural resource management, environmental science, environmental Economics or other related areas
- At least 3 years' experience working on marine and coastal biodiversity, MPA planning and policy
- A good knowledge of environment, ecology, coastal and marine ecosystem services and or marine protected area issues in Mauritius
- A knowledge of cost-benefits analysis, economic valuation methodologies, scenario testing
- Strong analytical and quantitative skills, including economic theory, mathematics and statistics
- Proven ability to work with a range of stakeholders including Government agencies and the private sector
- Demonstrated ability to work in a team, ability for managing timely and effective delivery of both quantity and quality before the deadlines
- Be fully IT-literate
- **He/she shall provide 20 person-days service.**

### **Support bodies/staff**

The Consultant may include the services of any other support staff for the purposes of the assignment. The costs thereof shall be deemed to be included in the bid price.

### **Important Note:**

- (i) In case of an international consultancy team, it is mandatory for the consulting team to associate with one local expert so as to have a better appreciation of the local context.
- (ii) A local consultant may associate with one or more international teams to participate in this tender exercise.
- (iii) However, the total expected input for the assignment shall not exceed 80 person-days.

## **2. LOT 2 - Analysis of the institutional and governance arrangement for MPA management in the Republic of Mauritius**

### **3.1 Objectives of Lot 2**

The main beneficiary of Lot 2 of this project is the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping and the Rodrigues Regional Assembly.

The objective is to provide recommendations for an institutional structure and governance mechanism that will facilitate both management and sustainable financing. These recommendations should help to develop a positive image and “brand” for the MPAs and the enforcement staff by helping to reduce conflict with local communities, and identify mechanisms for ensuring sustainability.

### **3.2 Scope of the Consultancy Services**

Currently, an estimated 15,913 ha of the marine environment are legally protected: 9,150 ha on Mauritius (this includes the marine component of the buffer zone of the Le Morne Cultural World Heritage Site) and 6,733 ha on Rodrigues. Through this project, the expectation is that a number of VMCA's will be recognised as part of the protected area estate, and that some of the marine habitat around the northern islets will be formally protected.

In the Republic of Mauritius, there is a particular need to gain acceptance for the concept of no-take areas. The value of these is broadly recognised in Rodrigues (although enforcement is difficult), with the designation of four Marine Reserves covering 2,421 ha, and 11 conservation zones within SEMPA covering 1,263 ha. On Mauritius, the only designated no-take area is the Strict Conservation Zone in BBMP covering 9 ha, although the VMCA's being launched in the north will also be no-take areas.

In Mauritius, the Marine Conservation Division and the Fisheries Protection Service under Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping, and the Rodrigues Regional Assembly will be the responsible partners, and NGOs (MMCS, Reef Conservation, MWF and Shoals Rodrigues) and local communities will play important roles in the management of Marine Protected Areas.

The scope of services of the Consultant shall be as follows:

- i. Review the institutional and governance arrangement or framework of all stakeholders involved in the management of MPA in Mauritius and Rodrigues;
- ii. Develop a harmonized approach for the good management of MPA's in the Republic of Mauritius, taking into consideration the specificities of both Mauritius and Rodrigues; and
- iii. Make recommendations on further activities/best practices that need to be undertaken and mechanisms for implementation of same.

### **3.3. Detailed Tasks**

- Review the institutional framework and governance arrangement of all stakeholders involved into the management of MPA in Mauritius and Rodrigues
- Identify and compile all the progress made so far
- Identify and compile all gaps that need to be filled. The gap analysis shall be carried out to guide collection of additional data and field surveys required for proper implementation and monitoring;
- Advise on a harmonized approach for the good management of MPA's in the Republic of Mauritius, taking into consideration the specificities of both Mauritius and Rodrigues
- Recommend further activities/best practices that need to be undertaken and mechanisms for implementation of same

### **3.4. Workshops**

For the purposes of the assignment, the following workshops shall be conducted by the Consultant:

- One-day Inception Workshop.
- One-day validation workshop for the recommendations produced.

### **3.5. Responsibility of key experts**

#### **3.6.1. MPA Planning & Management Specialist (Team Leader)**

He/She will lead the consultation process at national and sectoral level to carry out a review of the institutional framework and governance arrangement of all stakeholders involved into the management of MPA in Mauritius and Rodrigues. He/She will have to identify and compile all the progress made so far and subsequently to identify and compile all gaps that need to be filled. He/She will develop a harmonized approach for the good management of MPA's in the Republic of Mauritius, taking into consideration the specificities of both Mauritius and Rodrigues and to recommend on further activities/best practices that need to be undertaken and mechanisms for implementation of same

He/She will be the team leader and will therefore be responsible for organization, coordination of all expert's work, compilation and timely submission of deliverables. The team leader will also be the liaison person between the client and the firm.

#### **3.6.2. MPA Planning and Management Consultant**

He/She will assist the team leader to Review the institutional framework and governance arrangement of all stakeholders involved into the management of MPA in Mauritius and Rodrigues

#### **3.6.3. Legal and Institutional Expert (with focus on environmental Law)**

He/She will assist the team leader to review the present institutional framework of all stakeholders involved in the management of MPA in the Republic of Mauritius and to recommend on further activities/best practices that need to be undertaken and mechanisms for implementation of same. He will be required to attend all meetings convened on behalf of the client.

### **Duration of the assignment / Time Frame**

The consultancy services shall be completed within 80 person-days in accordance with the schedule for the submission of the deliverables including a minimum of two missions both in Mauritius and Rodrigues.

The expected duration of main tasks is expected depicted in table 9.

**TABLE 9. EXPECTED DURATION OF LOT 2**

	<b>Experts</b>	<b>Required Person-days in total</b>
1	MPA Planning & Management Specialist (Team Leader)	40
2	MPA Planning and Management Consultant	20
3	Legal and Institutional Expert (with focus on environmental Law)	20
<b>Total</b>		<b>80</b>

The assignment should be completed within 9 months from the starting date of the assignment.

### **3.7. Reporting, Presentations, and Language**

For the purposes of lot 2 of the assignment, a Technical Committee has been set up under the aegis of the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping to oversee all assignment related to mainland Mauritius. Similarly, the Technical Committee set up by RRA will oversee all tasks related to Rodrigues. Members of the TC's are senior technicians of different Ministries/organisations.

These TC's will be responsible for:

- to provide support on proposed works;
- to provide inputs/views on technical reports; and
- to facilitate consultative meetings.

The Technical Committee's will review all outputs/deliverables. Their comments shall be communicated to the consultants within 21 days of submission of the output/deliverable. The consultants will then have to consider and incorporate the comments within a period of 2 weeks from the date of receipt of comments. The consultants will have to provide for justifications when comments are not incorporated in the output/deliverable.

#### **Reporting line and collaboration with stakeholders will be as follows:**

- The consultants will be required to report to the Technical Committee's and Steering Committee and work in collaboration with the National Project Director, Chief Technical Adviser and the Project Management Unit.

- The consultants will have to work closely with the Department of Fisheries and RRA and their officers will accompany consultants on field surveys as and when required.
- The consultants will have to work with the concerned Ministries/Departments for the different ESAs.
- Throughout the duration of the contract, the Consultants shall maintain a constant liaison with the Client to discuss alternatives, options and any other matters pertaining to the progress of works. They shall submit regular interim progress reports as required by the client.
- The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping and RRA will be responsible for technical issues pertaining to the assignment.
- The UNDP will be responsible for contractual and payment issues for this assignment.

All reports shall be submitted in hard copies (10 copies) and in soft copy. The soft copy should not be secured with password(s) to allow printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and should be presented in a format acceptable by the Technical Committee under the aegis of the Ministry of Ocean Economy, Marine resources, Fisheries and Shipping as well as the Rodrigues Regional Assembly. All documents/maps shall become the property of the Government of Mauritius.

The Consultant will report to the Technical Committees separately and, when so required, report to the National Steering Committee at the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping.

The reports and documentation should be submitted in electronic format, in both editable Microsoft Office Word version and in pdf version. All the final versions of the reports and documentation should also be dispatched to the Project Manager in 3 original CDs. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant will have to submit all reports and documentation in draft form (in soft format - MS Word) in the first instance, and should thereafter incorporate any comments the Client may submit, prior to their finalization. Draft reports and documentation would have to be submitted at least 2 weeks before the final reports/documentation are due so that the Client will have ample time to circulate the drafts for any feedback from the Steering Committee. Payment will be made only on the final deliverables, and these final deliverables ***should be to the satisfaction of*** the National Project Director, the Project Manager, the Steering Committee, the Technical Committees and the UNDP Country Office.

### 3.8. Logistical arrangements

The Ministry of Ocean Economy, marine resources, Fisheries and Shipping shall provide for office space with fax, telephone and internet facilities. The Ministry will not host more than 6 consultants at any one time during the assignment.

The Project Manager will provide logistical support for the organization of workshops and other events/meetings (as required), and for the mobilization of stakeholders for such events/meetings.

The venues for the workshops and events/meetings will be arranged by the Project Manager and the costs thereof shall be met under the project funds.

The consultants may be required to act as resource person for at least one national workshop with all major stakeholders (Government agencies and NGOs) to discuss findings and proposals.



### 3.9. Delivery and Payment Schedules

- Deliverables will be the basis for the payment schedule. All reports will be submitted in draft (for comments) and then final.
- The Deliverables shall be submitted in electronic format (MS Word, and Pdf versions) and by courier to the Project Manager, Mr P. Ragen. The address for delivery is:

Mr. Parmananda Ragen, Project Manager  
Mainstreaming Biodiversity into the management of the Coastal Zone in the Republic of Mauritius project  
Address: Project Management Unit,  
Ministry of Ocean Economy, Marine Resources and Shipping,  
Ground Floor, LIC Building,  
President John Kennedy Street,  
Port Louis.  
Email : parmananda.ragen@undp.org  
Tel: +230 214 2508  
Fax: +230 214 1235

- Payment of fees will be subject to the following schedule in table 10.

**TABLE 10: SCHEDULE FOR PAYMENT OF FEES – LOT 2**

Item	Project	Activity/deliverable	Time Schedule	Payment Schedule
1.	Agreed Work Plan		Jul - 18	5%
2.	Inception Report		Jul – 18	10%
3.	Draft report on review of the institutional framework and governance arrangement of all stakeholders involved in the management of MPA in the republic of Mauritius		Aug – 18	10%
4.	Final report on review of the institutional framework and governance arrangement of all stakeholders involved in the management of MPA in the republic of Mauritius		Aug – 18	5%
5.	Draft report on the identification and compilation of all progress made so far since the proclamation of MPA's in the Republic of Mauritius and recommendation how to address these gaps		Sep – 18	15%
6.	Final report on the identification and compilation of all progress made so far since the proclamation of MPA's in the Republic of Mauritius and recommendation how to address these gaps		Sep – 18	5%
7.	Draft report on the harmonized approach for the good management of MPA's in the Republic of Mauritius		Dec -18	15%
8.	Final report on the harmonized approach for the good management of MPA's in the Republic of Mauritius		Dec - 18	5%
9.	Draft report on further activities/best practices that need to be undertaken and mechanism for implementation of same		Jan – 19	15%
10.	Final report on further activities/best practices that need to be undertaken and mechanism for implementation of same		Jan – 19	5%

11.	Validation Workshop and Final reports	Feb – 19	10%
<b>TOTAL</b>			<b>100%</b>

### 3.10. Qualification of the Consultancy Team

The core personnel shall have the expertise in the fields required for the implementation of the project. Details like academic qualifications, field of competency and technical/practical experience of the previous assignments of similar nature and/or related consultancy services should be submitted with signed CVs.

The selection of the Consultant for the Project shall be based on a Quality and Cost method and eventually appointed on a **lump sum fee basis**.

The consultant shall undertake at least three missions both to Mauritius and Rodrigues during the assignment.

The core personnel should consist of the following:

1. MPA Planning & Management Specialist (Team Leader)
2. MPA Planning and Management Consultant
3. Legal and Institutional Expert (with focus on environmental Law)

#### 3.10.1. Key Expert 1 – MPA Planning & Management Specialist (Team Leader)

The expert should hold a postgraduate degree in one of the following fields: MPA Planning and Management, Natural Resource Management, Ecology, Environmental Planning and Management or equivalent acceptable field of study. Experience in leading teams of interdisciplinary experts will be an added advantage.

The Expert should also have at least a postgraduate degree or working knowledge in MPA planning and Management or equivalent acceptable field of study.

He/She should have a minimum of 10 years' experience in his/her field of expertise and having worked on at least 3 similar projects. Experience in tropical small island countries including Mauritius is preferable.

He/She should have a strong background in economics; and should support implementation of existing marine parks management plans & contribute to development of new plans. **He/She will have to provide about 40 person-days service.**

#### 3.10.2. Local Expert 1 – MPA Planning and Management Consultant

The local Marine Protected Area Planning and Management Consultant should have at least a postgraduate degree in the relevant field. He/She should have at least 10 years of experience in the relevant field. He/she should have 5 years' experience on management of marine protected areas. He/She will work in close collaboration with the international MPA Planning and Management Specialist. **He/She will have to provide about 20 person-days service.**

#### 3.10.3. Local Expert 2 – Legal and Institutional Expert (with focus on environmental Law)

The Legal and Institutional Expert should possess a master degree in Environment law, or equivalent and has a minimum 5 years of experience in legal environmental management, related matters.

He/She must demonstrate proven ability to work with a range of stakeholders including Government agencies and the private sector and to work in a team. He/She should have the ability for managing timely and effective delivery of both quantity and quality before the deadlines. **He/She should provide about 20 person-days service.**

#### **Letter of availability for Experts**

All key experts shall provide an original signed letter of availability and association for the duration of the assignment. In the event of their unavailability, the Consultant shall be under the obligation to provide a replacement of equal or better caliber at no extra cost to the Client.

#### **Support bodies/staff**

The Consultant may include the services of any other support staff for the purposes of the assignment. The costs thereof shall be deemed to be included in the bid price.

#### **Important Note:**

- (i) In case of an international consultancy team, it is mandatory for the consulting team to associate with one or more local experts so as to have a better appreciation of the local context.
- (ii) A local consultant may associate with one or more international teams to participate in this tender exercise.
- (iii)
- (iv) However, the total expected input for the assignment shall not exceed 70 person-days.

### **3. LOT 3 - Development of an investment framework and financing strategy to realise the values and benefits of MPAs, and increase the financing flows to MPAs, commensurate with need**

#### **4.1. Objectives of the assignment**

The main beneficiaries of Lot 3 of this project is the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping and the Rodrigues Regional Assembly.

The main objective is to develop an investment framework and financing strategy for all MPA's in the Republic of Mauritius using a participatory and consultative approach which will ensure that all relevant stakeholders views are taken into consideration.

#### **4.2. Scope of the consultancy services**

The terminal evaluation of the MPA Partnerships project concluded that the concept of financial sustainability for Mauritius' MPAs is still in its infancy, with a need for mechanisms for cost recovery, implementation of entrance fees, and the establishment of mechanisms to finance recurring costs. One aim of the previous project was to adapt policy and legislation in order that MPAs in the RM could keep the income that they generated and the terminal evaluation recommended that this topic should be addressed through a follow-up project. This Output will therefore be based on these earlier recommendations as well as the results of the Protected Area Systems Financial Sustainability Scorecards, which will help to clarify financial flows and cost benchmarks for conservation effectiveness, and establish a baseline and targets for financial sustainability.

The strategy will encompass a range of revenue raising options including setting up of the MPA Fund

as defined under the Fisheries and Marine Resources (Marine Protected Area Regulations 2001) as amended 2007, if feasible (using experience from the initiative under the Native Terrestrial Biodiversity and National Parks Act to establish an National Parks and Conservation Fund), or perhaps converge towards the establishment of a consolidated trust fund for the entire PA system. Experiences from the financing protected area systems in the region (e.g. Kenya, Seychelles, Mozambique, South Africa) should be used. The strategy should also look at Corporate Social Responsibility (CSR) opportunities, as well as the funding options being identified for terrestrial conservation through the Protected Area Network project. The experience of Seychelles, due to the similarities with Mauritius, is particularly useful.

This activity will also involve developing a standardised set of financial and accounting policies and procedures for MPAs, providing a professional financial backstopping service, reviewing and updating the pricing strategy and structure for MPA products and services, improving revenue from entry and other user fees (fees are already paid by boat operators but daily permits could be introduced for diving, snorkeling and other water sports, graded according to whether users are residents or overseas visitors).; targeting additional focused donor funding support; reducing transaction costs of user-pay systems; improving the productive efficiencies in existing tourism and administrative services; and developing more integrated tourism/recreation products and services.

The scopes of services are:

- To carry out a desk review of relevant international literature in other countries who have adopted investment framework particularly those within the WIO and on initiatives involving establishment of Trust Funds
- To assess the feasibility of implementing the MPA Fund
- To identify financing options with their pros and cons building on fiscal measures to greening the economy

#### **4.3. Detailed Tasks**

- Review on past relevant national initiatives, including the work being undertaken
- through the PAN to identify financing mechanisms for terrestrial protected areas;
- Review of relevant international literature in other countries who have adopted investment framework particularly those within the WIO and on initiatives involving establishment of Trust Funds assessment of feasibility of implementing the MPA Fund
- Assessing the feasibility of implementing the MPA Fund
- Identification of financing options and pros and cons, building on fiscal approaches to greening the economy

#### **4.4. Workshops**

For the purposes of the assignment, the following workshops shall be conducted by the Consultant:

- One-day Inception Workshop.
- One-day validation workshop.

#### **4.5. Responsibility of expert**

##### **4.5.1. Environmental Public Finance Specialist (Team Leader)**

He/She will lead the consultation process at national and sectoral level to carry out a review on past relevant national initiatives, including the work being undertaken through the PAN to identify financing mechanisms for terrestrial protected areas. He/She will have to carry out a review of relevant international literature in countries which adopted an investment framework particularly those within SIDS and on initiative involving establishment of Trust Fund. He/She will have to assess the feasibility of implementing a MPA Fund. He/She will have to identify financing options for a financially sustainable MPA in the Republic of Mauritius.

He/She will be the team leader and will therefore be responsible for organization, coordination of all expert's work, compilation and timely submission of deliverables. The team leader will also be the liaison person between the client and the firm.

#### **4.5.2. MPA Planning and Management Consultant**

He/She will assist the team leader to carry out the above tasks and should instill the specificities of the Republic of Mauritius in doing so.

#### **4.6. Duration of the assignment / Time Frame**

The consultancy services shall be completed within 70 person-days in accordance with the schedule for the submission of the deliverables including a minimum of two missions both in Mauritius and Rodrigues.

The expected duration of main tasks is expected depicted in table 11.

**TABLE 11. EXPECTED DURATION OF LOT 3**

	<b>Experts</b>	<b>Required Person-days in total</b>
1	Environmental Public Finance Specialist (Team Leader)	40
2	MPA Planning and Management Consultant	30
<b>Total</b>		<b>70</b>

The assignment should be completed within 9 months from the starting date of the assignment.

#### **4.7. Reporting, Presentations, and Language**

For the purposes of lot 3 of the assignment, a Technical Committee has been set up under the aegis of the Ministry of Social Security, National Solidarity, Environment and Sustainable Development to oversee all assignment related to mainland Mauritius. Similarly, the Technical Committee set up by RRA will oversee all tasks related to Rodrigues. Members of the TC's are senior technicians of different Ministries/organisations.

These TC's will be responsible for:

- to provide support on proposed works;
- to provide inputs/views on technical reports; and
- to facilitate consultative meetings.

The Technical Committee's will review all outputs/deliverables. Their comments shall be communicated to the consultants within 21 days of submission of the output/deliverable. The consultants will then have to consider and incorporate the comments within a period of 2 weeks from the date of receipt of comments. The consultants will have to provide for justifications when comments are not incorporated in the output/deliverable.

**Reporting line and collaboration with stakeholders will be as follows:**

- The consultants will be required to report to the Technical Committee's and Steering Committee and work in collaboration with the National Project Director, the Chief Technical Adviser and the Project Management Unit.
- The consultants will have to work closely with the Department of Fisheries and RRA and their officers will accompany consultants on field surveys as and when necessary.
- The consultants will have to work with the concerned Ministries/Departments.
- Throughout the duration of the contract, the Consultants shall maintain a constant liaison with the Client to discuss alternatives, options and any other matters pertaining to the progress of works. They shall submit regular interim progress reports as required by the client.
- The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping and RRA will be responsible for technical issues pertaining to the assignment.
- The UNDP will be responsible for contractual and payment issues for this assignment.

All reports shall be submitted in hard copies (10 copies) and in soft copy. The soft copy should not be secured with password(s) to allow printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and should be presented in a format acceptable by the Technical Committee under the aegis of the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping as well as the Rodrigues Regional Assembly. All documents/maps shall become the property of the Government of Mauritius.

The Consultant will report to the Technical Committees separately and, when so required, report to the National Steering Committee at the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping.

The reports and documentation should be submitted in electronic format, in both editable Microsoft Office Word version and in pdf version. All the final versions of the reports and documentation should also be dispatched to the Project Manager in 3 original CDs. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant will have to submit all reports and documentation in draft form (in soft format - MS Word) in the first instance, and should thereafter incorporate any comments the Client may submit, prior to their finalization. Draft reports and documentation would have to be submitted at least 2 weeks before the final reports/documentation are due so that the Client will have ample time to circulate the drafts for any feedback from the Steering Committee. Payment will be made only on the final deliverables, and these final deliverables ***should be to the satisfaction of*** the National Project Director, the Project Manager, the Steering Committee, the Technical Committees and the UNDP Country Office.

#### **4.8. Logistical arrangements**

The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping shall provide for office

space with fax, telephone and internet facilities.

The Project Manager will provide logistical support for the organization of workshops and other events/meetings (as required), and for the mobilization of stakeholders for such events/meetings.

The venues for the workshops and events/meetings will be arranged by the Project Manager and the costs thereof shall be met under the project funds.

The consultants may be required to act as resource person for at least one national workshop with all major stakeholders (Government agencies and NGOs) to discuss findings and proposals.

#### **4.9. Delivery and Payment Schedules**

- Deliverables will be the basis for the payment schedule. All reports will be submitted in draft (for comments) and then final.
- The Deliverables shall be submitted in electronic format (MS Word, and Pdf versions) and by courier to the Project Manager, Mr P. Ragen. The address for delivery is:

Mr. Parmananda Ragen, Project Manager  
Mainstreaming Biodiversity into the management of the Coastal Zone in the Republic of Mauritius project  
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President John Kennedy Street,  
Port Louis.  
Email : [parmananda.ragen@undp.org](mailto:parmananda.ragen@undp.org)  
Tel: +230 214 2508  
Fax: +230 214 1235

- Payment of fees will be subject to the following schedule as per Table 12

**TABLE 12: SCHEDULE FOR PAYMENT OF FEES – LOT 3**

<b>Item</b>	<b>Project Activity/deliverable</b>	<b>Time Schedule</b>	<b>Payment Schedule</b>
1	Agreed Work Plan	Jul -18	<b>10%</b>
2	Inception Report	Jul – 18	<b>10%</b>
3	Draft report on the review on past relevant national initiatives, including the work being undertaken through the PAN to identify financing mechanisms for terrestrial protected areas	Aug – 18	<b>15%</b>
4	Final report on the review on past relevant national initiatives, including the work being undertaken through the PAN to identify financing mechanisms for terrestrial protected areas	Aug – 18	<b>5%</b>
5	Draft report on the review of relevant international literature in other countries who have adopted investment	Sep – 18	<b>15%</b>

	framework particularly those within the WIO and on initiatives involving establishment of Trust Funds		
6	Final report on the review of relevant international literature in other countries who have adopted investment framework particularly those within the WIO and on initiatives involving establishment of Trust Funds	Oct – 18	5%
7	Draft report on the assessment of the feasibility of implementing the MPA Fund	Nov – 18	10%
8	Final report on the assessment of the feasibility of implementing the MPA Fund	Dec – 18	5%
9	Draft report on financing options with their pros and cons, building fiscal approaches to greening the economy	Jan – 19	10%
10	Final report on financing options with their pros and cons, building fiscal approaches to greening the economy	Feb – 19	5%
11	Validation workshop report	Feb – 19	10%
<b>TOTAL</b>			<b>100%</b>

#### 4.10. Qualification of the Consultancy Team

The core personnel shall have the expertise in the fields required for the implementation of the project. Details like academic qualifications, field of competency and technical/practical experience of the previous assignments of similar nature and/or related consultancy services should be submitted with signed CVs.

The selection of the Consultant for the Project shall be based on a Quality and Cost method and eventually appointed on a **lump sum fee basis**.

The consultant shall undertake at least three missions both to Mauritius and Rodrigues during the assignment.

The core personnel should consist of the following:

1. Environmental Public Finance Expert (Team Leader)
2. MPA Planning and Management Consultant

##### 4.10.1. **Key Expert 1 – Environmental Public Finance Expert (Team Leader)**

The expert should hold a postgraduate degree in one of the following fields: Public administration and Finance, MPA Planning and Management, Natural Resource Management or equivalent acceptable field of study. Experience in leading teams of interdisciplinary experts will be an added advantage.

The Expert should also have at least a postgraduate degree and at least 5 years working knowledge in MPA planning and Management or equivalent acceptable field of study.

He/She should have a minimum of 10 years' experience in his/her field of expertise and having worked on at least 2 similar projects. Experience in tropical small island countries including Mauritius is preferable.

He/She should have a strong background in economics; and should support implementation of existing marine parks management plans & contribute to development of new plans. **He/She shall provide 40 person-days services.**



#### **4.10.2. Local Expert 1 – MPA Planning and Management Consultant**

The local Marine Protected Area Planning and Management Consultant should have at least a postgraduate degree in the relevant field. He/She should have at least 5 years of experience in the relevant field. He/she should have at least 2 years' experience on management of marine protected areas. He/She will work in close collaboration with the international MPA Planning and Management Specialist and shall provide **30 person days services**.

##### **Letter of availability for Experts**

All key experts shall provide an original signed letter of availability and association for the duration of the assignment. In the event of their unavailability, the Consultant shall be under the obligation to provide a replacement of equal or better caliber at no extra cost to the Client.

##### **Support bodies/staff**

The Consultant may include the services of any other support staff for the purposes of the assignment. The costs thereof shall be deemed to be included in the bid price.

##### **Important Note:**

- (i) In case of an international consultancy team, it is mandatory for the consulting team to associate with one or more local experts so as to have a better appreciation of the local context.
- (ii) A local consultant may associate with one or more international teams to participate in this tender exercise.
- (iii) However, the total expected input for the assignment shall not exceed 70 person-days.

#### **3. LOT 4 - Development of management plan for six fishing reserves in Mauritius and a Lagoon Rehabilitation Plan for Mauritius**

##### **4.1. Objectives of the assignment**

The main beneficiaries of Lot 4 of this project is the Ministry of Ocean Economy, marine Resources, Fisheries and Shipping.

The main objective is to develop fully comprehensive, costed Management Plans for the six fishing reserves of Mauritius.

##### **4.2. Scope of the Project**

On Mauritius, Marine Protected Area's are the responsibility of the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping, and management is delegated to the Marine Conservation Division at Albion Fisheries Research Centre. There are 6 Fishing Reserves and 2 Marine Parks; there are no Marine Reserves, but in Blue Bay Marine Park (BBMP) there is a designated zone within which fishing is prohibited, as allowed for under the regulations. The Fishing Reserves are primarily important as fish nursery and spawning areas and were initially designated as fishery management areas and in 2000, re-designated as MPAs. Fishing Reserves cover a much larger area (6,352 ha) of inshore waters than the Marine Parks (838ha) and could potentially protect a significant proportion of important ESAs, notably seagrass and algal beds, and intertidal mud flats.

Management plans are documents which sets out the management approach and goals, together with a framework for decision making, to apply in the protected area over a given period of time.

Management plans should be succinct documents that identify the key features or values of the protected area, clearly establish the management objectives to be met and indicate the actions to be implemented.

Management plans have been prepared for both Marine Parks but have not been formally approved and are thus not being directly implemented. There are, however no management plans for the six Fishing Reserves and there is minimal enforcement of the fishery regulations that apply to them.

The scopes of services are:

- Develop a comprehensive management plan for each of the six Fishing Reserves of Mauritius
- Develop fully costed operational plans for the first three years of implementation. This should be carried out through a highly consultative and participatory process with all relevant stakeholders.
- Develop a Lagoon Rehabilitation Plan for Mauritius using as proxy the lagoon of the Fishing Reserves of Mauritius

#### **4.3. Detailed tasks**

More specifically, the consultants are required through desk review and field visits complemented with consultations to:

- Clearly identify the purpose and management objectives of the fishing reserves and to ensure that they are understood by all stakeholders involved.
- Identify the steps to be followed in applying the planning process, their sequence and methods used
- Determine who are the audiences of the plan
- Ensure that the fishing reserve will be considered as a whole i.e adopt a system approach
- Use an inter disciplinary approach by bringing experts and interested parties together to discuss the future management of the reserves
- To gather background information on the fishing reserves and these should include among others maps, historical, biological, physical and socio-economic information
- Identify key or exceptional values of the area
- Identify constraints, opportunities and constraints on the management of the area
- Develop management vision and its objectives. These objectives should be formulated to cover among others habitat and species management, research, survey and monitoring, education and training, social and cultural features if any, income generation, protected area service and administration
- Identify and evaluate option including zoning if any. This step will describe how objectives will be met
- Integrating all the above planning elements into a draft management plan
- Revise the draft and produce the final plan after taking into consideration the views and comments of the general public and relevant stakeholders.

#### **4.4. Workshops**

For the purposes of the assignment, the following workshops shall be conducted by the Consultant:

- One-day Inception Workshop.
- One-day validation workshop for the Management Plans and the Lagoon Rehabilitation Plan

#### **4.5. Responsibility of experts**

##### **4.5.1. Expert in Natural Resources Management with specialisation in marine and coastal biodiversity (Team Leader)**

He/She will lead the consultation process at national and sectoral level to develop a comprehensive management plan for each of the six Fishing Reserves of Mauritius and subsequently fully costed operational plans for the first three years period. He/She will be responsible for developing a Lagoon Rehabilitation Plan for Mauritius using as proxy the lagoon of the Fishing Reserves of Mauritius

He/She will be the team leader and will therefore be responsible for organization, coordination of all expert's work, compilation and timely submission of deliverables. The team leader will also be the liaison person between the client and the firm.

#### **4.5.2. Local Environmental Public Finance Specialist**

He/She will assist the team leader to carry out the above tasks and should be responsible for assessing the coasts of the action plan.

#### **4.5.3. Biodiversity Specialist**

He/She will assist the team leader to develop the plans and to ensure that the biodiversity values of the reserves and lagoon are conserved.

#### **4.6. Duration of the assignment / Time Frame**

The consultancy services shall be completed within 70 person-days in accordance with the schedule for the submission of the deliverables including a minimum of two missions both in Mauritius and Rodrigues.

The expected duration of main tasks is expected depicted in table 13.

**TABLE 13. EXPECTED DURATION OF LOT 4**

	<b>Experts</b>	<b>Required Person-days in total</b>
1	Expert in Natural Resources Management with specialisation in marine and coastal biodiversity (Team Leader)	40
2	Local Environmental Public Finance Specialist	15
3	Biodiversity specialist	15
<b>Total</b>		<b>70</b>

The assignment should be completed within 9 months from the starting date of the assignment.

#### **4.7. Reporting, Presentations, and Language**

For the purposes of lot 4 of the assignment, a Technical Committee has been set up under the aegis of the Ministry of Ocean Economy, Marine resources, Fisheries and Shipping to oversee all assignment related to mainland Mauritius. Members of the TC's are senior technicians of different Ministries/organisations.

This TC will be responsible for:

- to provide support on proposed works;

- to provide inputs/views on technical reports; and
- to facilitate consultative meetings.

The Technical Committee will review all outputs/deliverables. Their comments shall be communicated to the consultants within 21 days of submission of the output/deliverable. The consultants will then have to consider and incorporate the comments within a period of 2 weeks from the date of receipt of comments. The consultants will have to provide for justifications when comments are not incorporated in the output/deliverable.

Reporting line and collaboration with stakeholders will be as follows:

- The consultants will be required to report to the Technical Committee and Steering Committee and work in collaboration with the National Project Director, the Chief Technical Adviser and the Project Management Unit.
- The consultants will have to work closely with the Department of Fisheries and their officers will accompany consultants on field surveys as and when necessary.
- The consultants will have to work with the concerned Ministries/Departments.
- Throughout the duration of the contract, the Consultants shall maintain a constant liaison with the Client to discuss alternatives, options and any other matters pertaining to the progress of works. They shall submit regular interim progress reports as required by the client.
- The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping will be responsible for technical issues pertaining to the assignment.
- The UNDP will be responsible for contractual and payment issues for this assignment.

All reports shall be submitted in hard copies (10 copies) and in soft copy. The soft copy should not be secured with password(s) to allow printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and should be presented in a format acceptable by the Technical Committee under the aegis of the Ministry of Ocean Economy, Marine resources and Shipping as well as the Rodrigues Regional Assembly. All documents/maps shall become the property of the Government of Mauritius. The Consultant will report to the Technical Committees separately and, when so required, report to the National Steering Committee at the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping.

The reports and documentation should be submitted in electronic format, in both editable Microsoft Office Word version and in pdf version. All the final versions of the reports and documentation should also be dispatched to the Project Manager in 3 original CDs. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant will have to submit all reports and documentation in draft form (in soft format - MS Word) in the first instance, and should thereafter incorporate any comments the Client may submit, prior to their finalization. Draft reports and documentation would have to be submitted at least 2 weeks before the final reports/documentation are due so that the Client will have ample time to circulate the drafts for any feedback from the Steering Committee. Payment will be made only on the final deliverables, and these final deliverables ***should be to the satisfaction of*** the National Project Director, the Project Manager, the Steering Committee, the Technical Committees and the UNDP Country Office.

#### 4.8. Logistical arrangements

The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping shall provide for office space with fax, telephone and internet facilities.

The Project Manager will provide logistical support for the organization of workshops and other events/meetings (as required), and for the mobilization of stakeholders for such events/meetings.

The venues for the workshops and events/meetings will be arranged by the Project Manager and the costs thereof shall be met under the project funds.

The consultants may be required to act as resource person for at least one national workshop with all major stakeholders (Government agencies and NGOs) to discuss findings and proposals.

#### **4.9. Delivery and Payment Schedules**

Deliverables will be the basis for the payment schedule. All reports will be submitted in draft (for comments) and then final.

The Deliverables shall be submitted in electronic format (MS Word, and Pdf versions) and by courier to the Project Manager, Mr P. Ragen. The address for delivery is:

Mr. Parmananda Ragen, Project Manager  
Mainstreaming Biodiversity into the management of the Coastal Zone in the Republic of Mauritius project  
Address: Project Management Unit,  
Ministry of Ocean Economy, Marine Resources and Shipping,  
Ground Floor, LIC Building,  
President John Kennedy Street,  
Port Louis.  
Email : parmananda.ragen@undp.org  
Tel: +230 214 2508  
Fax: +230 214 1235

Payment of fees will be subject to the following schedule as per table 14

**TABLE 14: SCHEDULE FOR PAYMENT OF FEES – LOT 4**

Item	Project Activity/deliverable	Time Schedule	Payment Schedule
1	Agreed Work Plan	Jul – 18	10%
2	Inception Report	Jul – 18	10%
3	Draft Vision Statements for the 6 Fishing Reserves	Aug – 18	5%
4	Final Vision Statements for the 6 Fishing Reserves	Aug – 18	5%
5	Draft Management Plans for the Poste Lafayette, Poudre D'Or and Trou D'Eau Douce Fishing Reserves	Sep – 18	10%
6	Final Management Plan for the Poste Lafayette, Poudre D'Or and Trou D'Eau Douce Fishing Reserves	Sep – 18	5%

7	Draft Management Plans for Port Louis, Grand Port and Riviere Noire Fishing Reserves	Oct – 18	10%
8	Final Management Plans for Port Louis, Grand Port and Riviere Noire Fishing Reserves	Nov – 18	5%
9	Draft costed operational Plans for the Poste Lafayette, Poudre D’Or and Trou D’Eau Douce Fishing Reserves	Nov – 18	5%
10	Final costed operational Plans for the Poste Lafayette, Poudre D’Or and Trou D’Eau Douce Fishing Reserves	Dec – 18	5%
11	Draft costed operational Plans for Port Louis, Grand Port and Riviere Noire Fishing Reserves	Dec – 18	5%
12	Final costed operational Plans for Port Louis, Grand Port and Riviere Noire Fishing Reserves	Jan – 19	5%
13	Draft Lagoon Rehabilitation Plan	Feb – 19	10%
14	Final Lagoon Rehabilitation Plan	May – 19	5%
15	Final Validation Workshop Report	Jun – 19	5%
<b>TOTAL</b>			<b>100%</b>

#### 4.10. Qualification of the Consultancy Team

##### 4.10.1. Key Expert 1 -Expert in Natural Resources Management with specialisation in marine

###### and coastal biodiversity (Team Leader)

The expert should hold a postgraduate degree in one of the following fields: MPA Planning and Management, Natural Resource Management, Ecology, Environmental Planning and Management or equivalent acceptable field of study. Experience in leading teams of interdisciplinary experts will be an added advantage.

The Expert should also have at least 5 years postgraduate working knowledge in developing management plans for protected areas or equivalent acceptable field of study.

He/She should have a minimum of 10 years’ experience in his/her field of expertise and having worked on at least 3 similar projects. Experience in tropical small island countries including Mauritius is preferable.

He/She should have a strong background in economics; and should support implementation of existing marine parks management plans & contribute to development of new plans.

**He/She shall provide 40 person-days services.**

##### 4.10.2. Local Expert 1 - Environmental Public Finance Specialist- National Expert

The Environmental Public Finance Specialist should have at least a postgraduate degree in Public Administration and Finance or related field. He/She should have at least 10 years of experience of which at least 5 years should be in Public Financing. In addition, he/she should have been involved in at least 1 projects of similar nature. Experience with socio economic aspects in managing wetlands or protected area will be also an advantage. **He/She shall provide 15 person days services.**

##### 4.10.3. Local Expert 2 -Biodiversity specialist

He/She should have at least a post graduate degree in biodiversity or ecology or any related field. He/She should have at least 5 years’ experience in biodiversity conservation. Any experience in

wetlands conservation will be an asset. In addition, he/she should have been involved in at least 1 projects of similar nature. He/She shall provide **15 person days service**.

#### **Letter of availability for Experts**

All key experts shall provide an original signed letter of availability and association for the duration of the assignment. In the event of their unavailability, the Consultant shall be under the obligation to provide a replacement of equal or better caliber at no extra cost to the Client.

#### **Support bodies/staff**

The Consultant may include the services of any other support staff for the purposes of the assignment. The costs thereof shall be deemed to be included in the bid price.

#### **Important Note:**

- In case of an international consultancy team, it is mandatory for the consulting team to associate with one or more local experts so as to have a better appreciation of the local context.
- A local consultant may associate with one or more international teams to participate in this tender exercise.
- However, the total expected input for the assignment shall not exceed 80 person-days.

### **5. LOT 5 - Develop operational and business plans for SEMPA, Rodrigues and introduce regular assessments of management effectiveness, using recognised methodologies and guidelines**

#### **5.1. Objectives of the Project**

The main beneficiaries of Lot 5 of this project is the Rodrigues Regional Assembly.

The main objective is to review and update the SEMPA management Plan and to produce fully costed operational and business plan.

#### **5.2. Scope of the Project**

Marine Protected Areas are the responsibility of the Rodrigues Regional Assembly, and management of SEMPA is delegated to the Marine Parks Division. The management plan, which was of five years duration, for SEMPA was prepared in 2011 for the RRA through financial support of UNDP/GEF.

The plan was partially implemented since then but presently needs a complete review. The consultants are required through desk review complemented with consultations to:

- Review the management plan, through a consultative and participatory approach,
- To produce a fully costed operational and business plan for SEMPA
- To develop a simple methodology to assess and monitor management effectiveness of SEMPA

#### **5.3. Detailed tasks**

- Review and update the SEMPA Management Plan
- Carry out a gap analysis and Identify all successes and gaps that occurred during the implementation period
- Produce a fully costed operational and business plan for SEMPA
- Develop a simple methodology to assess and monitor management effectiveness of SEMPA
- Carry out a one-day training workshop in Rodrigues for the training on the methodology to assess and monitor management effectiveness of SEMPA
- Workshops

For the purposes of the assignment, the following workshops shall be conducted by the Consultant:

- One-day Inception Workshop.
- One-day validation workshop for the review of Management Plan and the operational plan
- One day training on the method to evaluate and monitor management effectiveness of SEMPA

#### **5.4. Responsibility of experts**

##### **5.4.1. MPA Planning & Management Specialist (Team Leader)**

He/She will lead the consultation process at national and sectoral level to review the management plan of SEMPA and subsequently to produce a fully costed operational and business plan for SEMPA for a five-year period. He/She will have to develop a simple methodology to assess and monitor management effectiveness of SEMPA.

He/She will be the team leader and will therefore be responsible for organization, coordination of all expert's work, compilation and timely submission of deliverables. The team leader will also be the liaison person between the client and the firm.

##### **5.4.2. MPA Planning and Management Consultant**

He/She will assist the team leader to carry out the above tasks.

##### **5.4.3. Environmental Public Finance Specialist - National Expert**

He/She will assist the team leader on the above tasks with particular emphasis on the costing of the actions.

#### **5.5. Duration of the assignment / Time Frame**

The consultancy services shall be completed within 70 person-days in accordance with the schedule for the submission of the deliverables including a minimum of two missions both in Mauritius and Rodrigues.

The expected duration of main tasks is expected depicted in table 15.

**TABLE 15. EXPECTED DURATION OF LOT 5**

	<b>Experts</b>	<b>Required Person-days in total</b>
1	MPA Planning & Management Specialist (Team Leader)	40



2	MPA Planning and Management Consultant	15
3	Environmental Public Finance Specialist - National Expert	15
<b>Total</b>		<b>70</b>

The assignment should be completed within one year from the starting date of the assignment.

## 5.6. Reporting, Presentations, and Language

For the purposes of lot 4 of the assignment, a Technical Committee has been set up under the aegis of the Rodrigues Regional Assembly to oversee all assignment related to Rodrigues. Members of the TC are senior technicians of different departments/organisations.

This TC will be responsible for:

- to provide support on proposed works;
- to provide inputs/views on technical reports; and
- to facilitate consultative meetings.

The Technical Committee will review all outputs/deliverables. Their comments shall be communicated to the consultants within 21 days of submission of the output/deliverable. The consultants will then have to consider and incorporate the comments within a period of 2 weeks from the date of receipt of comments. The consultants will have to provide for justifications when comments are not incorporated in the output/deliverable.

Reporting line and collaboration with stakeholders will be as follows:

- The consultants will be required to report to the Technical Committee's and Steering Committee and work in collaboration with the National Project Director, the Chief Technical Adviser and the Project Management Unit.
- The consultants will have to work closely with the RRA and their officers will accompany consultants on field surveys as and when necessary.
- The consultants will have to work with the concerned Departments.
- Throughout the duration of the contract, the Consultants shall maintain a constant liaison with the Client to discuss alternatives, options and any other matters pertaining to the progress of works. They shall submit regular interim progress reports as required by the client.
- The RRA will be responsible for technical issues pertaining to the assignment.
- The UNDP will be responsible for contractual and payment issues for this assignment.

All reports and maps if any shall be submitted in hard copies (10 copies) and in soft copy. The soft copy should not be secured with password(s) to allow printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and should be presented in a format acceptable by the Technical Committee under the Rodrigues Regional Assembly. All documents/maps shall become the property of the Government of Mauritius.

The Consultant will report to the Technical Committee separately and, when so required, report to the National Steering Committee at the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping.

The reports and documentation should be submitted in electronic format, in both editable Microsoft Office Word version and in pdf version. All the final versions of the reports and documentation should also be dispatched to the Project Manager in 3 original CDs. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant will have to submit all reports and documentation in draft form (in soft format - MS Word) in the first instance, and should thereafter incorporate any comments the Client may submit, prior to their finalization. Draft reports and documentation would have to be submitted at least 2 weeks before the final reports/documentation are due so that the Client will have ample time to circulate the drafts for any feedback from the Steering Committee. Payment will be made only on the final deliverables, and these final deliverables ***should be to the satisfaction of*** the National Project Director, the Project Manager, the Steering Committee, the Technical Committee and the UNDP Country Office.

### **5.7. Logistical arrangements**

The Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping and RRA shall provide for office space with fax, telephone and internet facilities.

The Project Manager will provide logistical support for the organization of workshops and other events/meetings (as required), and for the mobilization of stakeholders for such events/meetings.

The venues for the workshops and events/meetings will be arranged by the Project Manager and the costs thereof shall be met under the project funds.

The consultants may be required to act as resource person for at least one national workshop with all major stakeholders (Government agencies and NGOs) to discuss findings and proposals.

### **5.8. Delivery and Payment Schedules**

Deliverables will be the basis for the payment schedule. All reports will be submitted in draft (for comments) and then final.

The Deliverables shall be submitted in electronic format (MS Word, and Pdf versions) and by courier to the Project Manager, Mr P. Ragen. The address for delivery is:

Mr. Parmananda Ragen, Project Manager  
Mainstreaming Biodiversity into the management of the Coastal Zone in the Republic of Mauritius project  
Address: Project Management Unit,  
Ministry of Ocean Economy, Marine Resources and Shipping,  
Ground Floor, LIC Building,  
President John Kennedy Street,  
Port Louis.  
Email : parmananda.ragen@undp.org  
Tel: +230 214 2508  
Fax: +230 214 1235

Payment of fees will be subject to the following schedule as pr table 16.

**TABLE 16: SCHEDULE FOR PAYMENT OF FEES – LOT 5**

Item	Project	Activity/deliverable	Time Schedule	Payment Schedule
1	Agreed Work Plan		Jul - 18	15%
2	Inception Report with detailed Work Plan.		Jul – 18	10%
3	Draft report on review of SEMPA management Plan		Aug – 18	15%
4	Final report on review of SEMPA management Plan		Sep – 18	5%
5	Draft operational and business plan of SEMPA		Dec – 18	20%
6	Final operational and business plan of SEMPA		Jan – 19	10%
7	Draft report on the development of a methodology to assess and monitor management effectiveness of SEMPA		Feb – 19	10%
8	Draft report on the development of a methodology to assess and monitor management effectiveness of SEMPA		Mar – 19	5%
9	Training and validation workshop report		Mar – 19	10%
<b>TOTAL</b>				<b>100%</b>

## 5.9. Qualification of the Consultancy Team

### 5.10.1 Key Expert 1 – MPA Planning & Management Specialist (Team Leader)

The expert should hold a postgraduate degree in one of the following fields: MPA Planning and Management, Natural Resource Management, Ecology, Environmental Planning and Management or equivalent acceptable field of study. Experience in leading teams of interdisciplinary experts will be an added advantage.

The Expert should also have at least a postgraduate degree or working knowledge in MPA planning and Management or equivalent acceptable field of study.

He/She should have a minimum of 10 years' experience in his/her field of expertise and having worked on at least 3 similar projects. Experience in tropical small island countries including Mauritius is preferable.

He/She should have a strong background in economics; and should support implementation of existing marine parks management plans & contribute to development of new plans.

**He/She shall provide 45 person-days services.**

### 5.10.2. Local Expert 1 – MPA Planning and Management Consultant

The local Marine Protected Area Planning and Management Consultant should have at least a postgraduate degree in the relevant field. He/She should have at least 5 years of experience in the relevant field. He/she should have extensive experience on management of marine protected areas. He/She will work in close collaboration with the international MPA Planning and Management Specialist and shall **provide 15 person days services.**

### 5.10.3. Local Expert 2 - Environmental Public Finance Specialist - National Expert

- Minimum of Masters degree in Public Administration and Finance, or other related areas

- Experience working on Public Financing
- A knowledge of cost-benefits analysis, economic valuation methodologies, scenario testing
- Strong analytical and quantitative skills, including economic theory, mathematics and statistics
- Proven ability to work with a range of stakeholders including Government agencies and the private sector
- Demonstrated ability to work in a team, ability for managing timely and effective delivery of both quantity and quality before the deadlines
- Be fully IT-literate

**He/She shall provide 15 person-days services.**

**Letter of availability for Experts**

All key experts shall provide an original signed letter of availability and association for the duration of the assignment. In the event of their unavailability, the Consultant shall be under the obligation to provide a replacement of equal or better caliber at no extra cost to the Client.

**Support bodies/staff**

The Consultant may include the services of any other support staff for the purposes of the assignment. The costs thereof shall be deemed to be included in the bid price.

**Important Note:**

- In case of an international consultancy team, it is mandatory for the consulting team to associate with one or more local experts so as to have a better appreciation of the local context.
- A local consultant may associate with one or more international teams to participate in this tender exercise.

**Section 4: Proposal Submission Form<sup>3</sup>**

[insert: Location, Date]

To: The Head of Environment Unit  
UNDP Mauritius and Seychelles Country Office  
6th Floor, Anglo Mauritius House  
Intendance Street  
P.O Box 253  
Port Louis  
Mauritius

Dear Sir/Madam:

---

<sup>3</sup> No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

We, the undersigned, hereby offer to provide professional services to assist the project “Mainstreaming Biodiversity into the Management of the Coastal Zone in the Republic of Mauritius” in accordance with your Request for Proposal dated 16 April 2018 and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal each sealed in separate envelopes.

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.

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.

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 Form<sup>4</sup>

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)		
40. 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)		
14. Attached are copies of original documents of:  <input type="checkbox"/> All eligibility document requirements listed in the Data Sheet  <input type="checkbox"/> 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  <input type="checkbox"/> If case of Government corporation or Government-owned/controlled entity, documents establishing legal and financial autonomy and compliance with commercial law.		

<sup>4</sup> 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.

Joint Venture Partner Information Form (if Registered)<sup>5</sup>

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)		
12. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
<p>13. JV's Party Authorized Representative Information</p> <p>Name: <i>[insert name of JV's Party authorized representative]</i></p> <p>Address: <i>[insert address of JV's Party authorized representative]</i></p> <p>Telephone/Fax numbers: <i>[insert telephone/fax numbers of JV's Party authorized representative]</i></p> <p>Email Address: <i>[insert email address of JV's Party authorized representative]</i></p>		
<p>14. Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i></p> <p><input type="checkbox"/> All eligibility document requirements listed in the Data Sheet</p> <p><input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2.</p> <p><input type="checkbox"/> In case of government owned entity, documents establishing legal and financial autonomy and compliance with commercial law.</p>		

<sup>5</sup> 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.

## **Section 6: Technical Proposal Form**

**TECHNICAL PROPOSAL FORMAT**

**INSERT TITLE OF THE SERVICES**

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

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

### **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. Include reference to reputation, or 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.

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

**1.3. Track Record and Experiences:** Provide the following information regarding corporate experience within the last five (5) years which are related or relevant to those required for this Contract.

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



## **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. Approach to the Service/Work Required: 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.

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

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

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

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

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

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

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

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

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

## SECTION 3: PERSONNEL

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

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

**3.3 Qualifications of Key Personnel:** Provide the CVs for key personnel (Team Leader, Managerial and general staff) 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:

<b>Name:</b>		
<b>Position for this Contract:</b>		
<b>Nationality:</b>		
<b>Contact information:</b>		
<b>Countries of Work Experience:</b>		
<b>Language Skills:</b>		
<b>Educational and other Qualifications:</b>		
<b>Summary of Experience:</b> <i>Highlight experience in the region and on similar projects.</i>		
<b>Relevant Experience (From most recent):</b>		
<b>Period: From – To</b>	<b>Name of activity/ Project/ funding organisation, if applicable:</b>	<b>Job Title and Activity undertaken/Description actual role performed:</b>
<i>e.g. June 2004-January 2005</i>		
<i>Etc.</i>		
<i>Etc.</i>		
<b>References No.1 (Minimum of 3):</b>	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
<b>Reference No.2</b>	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
<b>Reference No.3</b>	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
<b>Declaration:</b>		
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.		

<div style="border-bottom: 1px solid black; height: 20px; width: 100%;"></div>		
<div style="border-bottom: 1px solid black; height: 20px; width: 100%;"></div>		
Signature of the Nominated Team Leader/Member		Date Signed

## **Section 7: Financial Proposal Form<sup>6</sup>**

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.

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

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

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

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

### **A. Cost Breakdown per Deliverables\***

**TABLE 17: COST BREAKDOWN PER DELIVERABLES - LOT 1**

<b>SN</b>	<b>Deliverables <i>[list them as referred to in the TOR]</i></b>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1.	Agreed Work Plan	5%	
2.	Inception Report	5%	
3.	Draft report on the desk review of economic evaluation studies	10%	
4.	Final report on the desk review of economic evaluation studies	5%	
5.	Draft report on the methodology and model for carrying out the economic evaluation of marine and coastal ecosystem services or the Republic of Mauritius	10%	
6.	Final report on the methodology and model for carrying out the economic evaluation of marine and coastal ecosystem services or the Republic of Mauritius	5%	
7.	Draft report on the economic evaluation of ecosystem services for Balaclava and Blue Bay Marine Parks	10%	
8.	Final report on the economic evaluation of ecosystem services for Balaclava and Blue Bay Marine Parks	5%	
9.	Draft report on the economic evaluation of ecosystem services for Black River District and Northern Wetlands	10%	
10.	Final report on the economic evaluation of ecosystem services for Black River District and Northern Wetlands	5%	

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<sup>6</sup> No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

11.	Draft report on the economic evaluation of ecosystem services for Rodrigues and SEMPA	10%	
12.	Final report on the economic evaluation of ecosystem services for Rodrigues and SEMPA	5%	
13.	Draft online course material for the economic evaluation of ecosystem services for the Republic of Mauritius	5%	
14.	Final online course material for the economic evaluation of ecosystem services for the Republic of Mauritius	5%	
15.	Validation workshop report	5%	
	Total	100%	USD .....

**TABLE 18: COST BREAKDOWN PER DELIVERABLES - LOT 2**

SN	Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1.	Agreed Work Plan	5%	
2.	Inception Report	10%	
3.	Draft report on review of the institutional framework and governance arrangement of all stakeholders involved in the management of MPA in the republic of Mauritius	10%	
4.	Final report on review of the institutional framework and governance arrangement of all stakeholders involved in the management of MPA in the republic of Mauritius	5%	
5.	Draft report on the identification and compilation of all progress made so far	15%	
6.	Final report on the identification and compilation of all progress made so far	5%	
7.	Draft report on the development of a harmonized approach for the good management of MPA's in the Republic of Mauritius	15%	
8.	Final report on the development of a harmonized approach for the good management of MPA's in the Republic of Mauritius	5%	
9.	Draft report on further activities/best practices that need to be undertaken and mechanism for implementation of same	15%	
10.	Final report on further activities/best practices that need to be undertaken and mechanism for implementation of same	5%	
11.	Validation Workshop and Final reports	10%	
<b>TOTAL</b>		100%	USD .....

**TABLE 19: COST BREAKDOWN PER DELIVERABLES - LOT 3**

SN	Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1.	Signature of contract	10%	
2.	Final Inception Report with detailed Work Plan and Inception Workshop	10%	
3.	Draft report on the review on past relevant national initiatives, including the work being undertaken through the PAN to identify financing mechanisms for terrestrial protected areas	15%	
4.	Final report on the review on past relevant national initiatives, including the work being undertaken through the PAN to identify financing mechanisms for terrestrial protected areas	5%	
5.	Draft report on the review of relevant international literature in other countries who have adopted investment framework particularly those within the WIO and on initiatives involving establishment of Trust Funds	15%	
6.	Final report on the review of relevant international literature in other countries who have adopted investment framework particularly those within the WIO and on initiatives involving establishment of Trust Funds	5%	
7.	Draft report on the assessment of the feasibility of implementing the MPA Fund	10%	
8.	Final report on the assessment of the feasibility of implementing the MPA Fund	5%	
9.	Draft report on financing options with their pros and cons, building fiscal approaches to greening the economy	10%	
10.	Final report on financing options with their pros and cons, building fiscal approaches to greening the economy	5%	
11.	Validation workshop report	10%	
<b>Total</b>		100%	USD ...

**TABLE 20: COST BREAKDOWN PER DELIVERABLES - LOT 4**

SN	Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1.	Agreed Work Plan	10%	
2.	Inception Report	10%	
3.	Draft Vision Statements for the 6 Fishing Reserves	5%	
4.	Final Vision Statements for the 6 Fishing Reserves	5%	

5.	Draft Management Plans for the Poste Lafayette, Poudre D'Or and Trou D'Eau Douce Fishing Reserves	10%	
6.	Final Management Plan for the Poste Lafayette, Poudre D'Or and Trou D'Eau Douce Fishing Reserves	5%	
7.	Draft Management Plans for Port Louis, Grand Port and Rivière Noire Fishing Reserves	10%	
8.	Final Management Plans for Port Louis, Grand Port and Rivière Noire Fishing Reserves	5%	
9.	Draft costed operational Plans for the Poste Lafayette, Poudre D'Or and Trou D'Eau Douce Fishing Reserves	5%	
10.	Final costed operational Plans for the Poste Lafayette, Poudre D'Or and Trou D'Eau Douce Fishing Reserves	5%	
11.	Draft costed operational Plans for Port Louis, Grand Port and Rivière Noire Fishing Reserves	5%	
12.	Final costed operational Plans for Port Louis, Grand Port and Rivière Noire Fishing Reserves	5%	
13.	Draft Lagoon Rehabilitation Plan	10%	
14.	Final Lagoon Rehabilitation Plan	5%	
15.	Final Validation Workshop Report	5%	
<b>TOTAL</b>		100%	USD .....

**TABLE 21: COST BREAKDOWN PER DELIVERABLES - LOT 5**

SN	Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1.	Signature of contract	15%	
2.	Final Inception Report with detailed Work Plan.	10%	
3.	Draft report on review of SEMPA Management Plan	15%	
4.	Final report on review of SEMPA Management Plan	5%	
5.	Draft operational and business plan of SEMPA	20%	
6.	Final operational and business plan of SEMPA	10%	
7.	Draft report on the development of a methodology to assess and monitor management effectiveness of SEMPA	10%	
8.	Draft report on the development of a methodology to assess and monitor management effectiveness of SEMPA	5%	
9.	Training and validation workshop report	10%	
<b>TOTAL</b>		100%	USD .....

*\*Basis for payment tranches*

**B. Cost Breakdown by Cost Component:**

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

**TABLE 22: COST BREAKDOWN BY COST COMPONENT**

Description of Activity	Remuneration per Unit of Time (e.g., day, month, etc.)	Total Period of Engagement	No. of Personnel	Total Rate for the Period
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				



**Section 8: FORM FOR PERFORMANCE SECURITY<sup>7</sup>**

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

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To: UNDP

[Insert contact information as provided in Data Sheet]

WHEREAS [name and address of Contractor] (hereinafter called “the Contractor”) has undertaken, in pursuance of Contract No. .... dated ....., to execute Services ..... (hereinafter called “the Contract”):

AND WHEREAS it has been stipulated by you in the said Contract that the Contractor shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security for compliance with his obligations in accordance with the Contract:

AND WHEREAS we have agreed to give the Contractor such a Bank Guarantee:

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

This guarantee shall be valid until a date 30 days from the date of issue by UNDP of a certificate of satisfactory performance and full completion of services by the Contractor.

***SIGNATURE AND SEAL OF THE GUARANTOR BANK***

Date .....

Name of Bank .....

Address .....

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<sup>7</sup> If the RFP requires the submission of a Performance Security, which shall be made a condition to the signing and effectivity of the contract, the Performance Security that the Proposer's Bank will issue shall use the contents of this template

**Section 9: Contract for Goods and/or Services (See Annex 1a)**

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