

deadline - 8 August, 16:00  
Event ID: 4060  
Req: 11531.



*Empowered lives.  
Resilient nations.*

## **REQUEST FOR PROPOSAL**

**Development of Performance Management System for  
Street cleaning and Waste Management Services in 23 Municipalities of Georgia**

Projects: Fostering Regional and Local Development (FRLD) Phase 2  
Fostering Decentralisation and Good Governance at the Local Level (DGG)

Country: Georgia

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Issued on: 15 July 2019

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## Section 1. Letter of Invitation

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The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

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

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

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

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

Issued by:



Name: Tinatin Tkeshelashvili

Title: Project Manager UNDP FRLD project phase 2

Date: **July 15, 2019**

Approved by:



Name: Louisa Vinton

Title: UNDP Resident Representative

Date: **July 15, 2019**



Name: Nino Kakubava

Title: Project Manager UNDP DGG project

Date: **July 15, 2019**

## Section 2. Instruction to Bidders

A. GENERAL PROVISIONS		
1. Introduction	1.1	Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a>
	1.2	Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.
	1.3	As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website ( <a href="http://www.ungm.org">www.ungm.org</a> ). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.
2. Fraud & Corruption, Gifts and Hospitality	2.1	UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a>
	2.2	Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.
	2.3	In pursuance of this policy, UNDP shall: <ul style="list-style-type: none"> <li>(a) reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;</li> <li>(b) declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</li> </ul>
	2.4	All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a>
3. Eligibility	3.1	A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organisation or the World Bank Group or any other international Organisation. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organisations.
	3.2	It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.
4. Conflict of Interests	4.1	Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;
  - b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or
  - c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.
- 4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.
- 4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:
- a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and
  - b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.
- Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.
- 4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.

## B. PREPARATION OF PROPOSALS

- |   |     |   |
|---|-----|---|
| 5. General Considerations                     | 5.1 | In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.  |
|   | 5.2 | The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify UNDP.   |
| 6. Cost of Preparation of Proposal            | 6.1 | The Bidder shall bear any, and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.  |
| 7. Language                                   | 7.1 | The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.  |
| 8. Documents Comprising the Proposal          | 8.1 | The Proposal shall comprise of the following documents: <ul style="list-style-type: none"> <li>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</li> <li>b) Technical Proposal;</li> <li>c) Financial Proposal;</li> <li>d) Proposal Security, if required by BDS;</li> <li>e) Any attachments and/or appendices to the Proposal.</li> </ul> |
| 9. Documents Establishing the Eligibility and | 9.1 | The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract   |

Qualifications of the Bidder	to a Bidder, its qualifications must be documented to UNDP's satisfaction.
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
11. Financial Proposals	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
12. Proposal Security	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> <li>b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> <li>i. to sign the Contract after UNDP has issued an award; or</li> <li>ii. to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</li> </ul> </li> </ul>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <ul style="list-style-type: none"> <li>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</li> </ul>

		<p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
14. Joint Venture, Consortium or Association	14.1	<p>If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p>
	14.2	<p>After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p>
	14.3	<p>The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p>
	14.4	<p>The description of the organisation of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p>
	14.5	<p>A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> <li>a) Those that were undertaken together by the JV, Consortium or Association; and</li> <li>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</li> </ul>
	14.6	<p>Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p>
	14.7	<p>JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
15. Only One Proposal	15.1	<p>The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p>
	15.2	<p>Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;</li> </ul>



	<ul style="list-style-type: none"> <li>e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or</li> <li>f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</li> </ul>
<b>16. Proposal Validity Period</b>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<b>17. Extension of Proposal Validity Period</b>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<b>18. Clarification of Proposal</b>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavour to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
<b>19. Amendment of Proposals</b>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<b>20. Alternative Proposals</b>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<b>21. Pre-Bid Conference</b>	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder.</p>

Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.

### C. SUBMISSION AND OPENING OF PROPOSALS

22.Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
<b>Hard copy (manual) submission</b>	<p>22.4 Hard copy (manual) submission by courier or hand delivery, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail;</li> <li>b) The Technical Proposal and the Financial Proposal envelopes <b>MUST BE COMPLETELY SEPARATE</b> and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope <b>SHALL</b> clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS;</li> <li>iii. Bear a warning that states "<i>Not to be opened before the time and date for proposal opening</i>" as specified in the BDS.</li> </ul> </li> </ul> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p>
<b>Email Submission</b>	<p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files <b>MUST BE COMPLETELY SEPARATE</b>. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS;</li> <li>c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</li> </ul>
<b>e-Tendering submission</b>	<p>22.6 Electronic submission through e-Tendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> </ul>

	<ul style="list-style-type: none"> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled;</li> <li>c) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected;</li> <li>d) Documents which are required to be in original form (e.g. Bid Security, etc) must be sent via courier or hand delivery as per the instructions in BDS;</li> <li>e) Detailed instructions on how to submit, modify or cancel a bid in the e-Tendering system are provided in the e-Tendering system Bidder User Guide and Instructional videos available on this link: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/</a></li> </ul>
23. Deadline for Submission of Proposals and Late Proposals	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP.</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
24. Withdrawal, Substitution, and Modification of Proposals	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION".</p> <p>24.3 E-Tendering: A Bidder may withdraw, substitute or modify its Proposal by Cancelling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened.</p>
25. Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>

#### D. EVALUATION OF PROPOSALS

26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
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27. Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> <li>a) Preliminary Examination;</li> <li>b) Minimum Eligibility and Qualification (if pre-qualification is not done);</li> <li>c) Evaluation of Technical Proposals;</li> <li>d) Evaluation of Financial Proposals.</li> </ol>
28. Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29. Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> <li>a) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list;</li> <li>b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments;</li> <li>c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;</li> <li>d) They are able to comply fully with UNDP General Terms and Conditions of Contract;</li> <li>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ol>
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically</p>

responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.

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

Rating the Technical Proposal (TP):

**TP Rating** = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100

Rating the Financial Proposal (FP):

**FP Rating** = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100

Total Combined Score:

**Combined Score** = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)

### 31. Due Diligence

31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:

- a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;
- b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;
- c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;
- d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;
- e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;
- f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.

### 32. Clarification of Proposals

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

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

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

### 33. Responsiveness of Proposal

33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.

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

### 34. Non-conformities, Repairable Errors and

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

Omissions	constitute a material deviation.
	34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify non-material non-conformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.
	34.3 For Financial Proposal that has been opened, UNDP shall check, and correct arithmetical errors as follows: <ul style="list-style-type: none"> <li>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;</li> <li>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</li> <li>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.</li> </ul>
	34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.

### E. AWARD OF CONTRACT

35.Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36.Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37.Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38.Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39.Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40.Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
41.Performance	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at

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

## Section 3. Bid Data Sheet

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

BDS No.	Ref. to Section 2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-bid conference	<p>Will be Conducted            Time: 2 PM (local time)            Date: 24 July 2019            Venue: UN House, 9 Eristavi St. 0179 Tbilisi, Georgia</p> <p>If interested proposers cannot physically attend the pre-proposal conference, they may join via skype (address: UNDP FRLD). In this case, they must provide their Skype address by email to <a href="mailto:gvantsa.bitskinashvili@undp.org">gvantsa.bitskinashvili@undp.org</a> no later than 6 PM (Georgian time) on 23 July 2019.</p> <p>The UNDP focal point for this arrangement is:            Gvantsa Bitskinashvili            Telephone: +995 577 991101            E-mail: <a href="mailto:gvantsa.bitskinashvili@undp.org">gvantsa.bitskinashvili@undp.org</a></p>
5	10	Proposal Validity Period	90 days
6	12	Bid Security	<p>Required in the amount of USD 9,000</p> <p>Acceptable Forms of Bid/Proposal Security</p> <ul style="list-style-type: none"> <li>• Bank Guarantee (See Form H)</li> </ul> <p>Since electronic submission through e-Tendering is required, a scanned copy of the Bid Security shall be included along with the Technical Proposal. If Proposal Bid Security is not included with the Technical Proposal, the Proposal shall be rejected.</p> <p><u>The original Bid Security document must be sent via courier or hand delivery to the UNDP (UN House, 9 Eristavi St. 0179 Tbilisi, Georgia ) labelled "To Nana Jamburia, FRLD 2 RFP for PMS" before the proposal submission deadline.</u></p>
7	41	Advanced Payment upon signing of contract	Not Allowed



8	42	Liquidated Damages	<p>Will be imposed as follows:</p> <p>Per fifteen (15) calendar days of delay in delivery (per deliverable) liquidated damages of 2% of the total value of the contract would incur.</p> <p>However, delays in project implementation caused by the potential contractor beyond a maximum number of thirty (30) calendar days, may be a cause for contract termination; after which UNDP may terminate the contract.</p>
9	40	Performance Security	Not Required
10	18	Currency of Proposal	<p>United States Dollar</p> <p><i>Note: Payment to a Georgian company, potential contractor who may win the bid, will be made in GEL according to the UN exchange rate at the date of payment</i></p>
11	31	Deadline for submitting requests for clarifications / questions	7 days before the submission deadline
12	31	Contact Details for submitting clarifications / questions	<p>Focal Person in UNDP: Tinatin Tkeshelashvili</p> <p>Address: UN House, 9 Eristavi St., 0179 Tbilisi, Georgia</p> <p>E-mail address: <a href="mailto:tinatin.tkeshelashvili@undp.org">tinatin.tkeshelashvili@undp.org</a></p>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses / clarifications to queries	<p>Direct communication with prospective Proposers by email and posting of supplemental information on the website <a href="http://www.ge.undp.org/content/georgia/en/home/procurement.html">http://www.ge.undp.org/content/georgia/en/home/procurement.html</a></p> <p>and <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a></p>
14	23	Deadline for Submission	<p>For e-Tendering submission – deadline for submission as indicated in the e-Tendering system.</p> <p>NOTE: The system time zone indicated in the e-Tendering system is in EST/EDT (New York) time zone.</p>
15	22	Allowable Manner of Submitting Proposals	<input checked="" type="checkbox"/> e-Tendering
16	22	Proposal Submission Address	<a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>
17	22	Electronic submission (email or e-Tendering) requirements	<p>e-Tendering requirements:</p> <p>Bids must be submitted in the on-line e-tendering system through the following link: <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a> using your</p>

username and password. If you are not already registered in the system, you can register by logging in using the following credentials: username = event.guest and password = why2change and follow the registration steps as specified in the system user guide.

- a) File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard;
- b) Electronic files that form part of the proposal must be in editable PDF format files, so that the evaluation committee members may be able to insert comments, highlight and copy the text;
- c) All files must be free of viruses and files should not be corrupted;
- d) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled;
- e) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected;
- f) Any documents which may be required to be in original form (e.g. Bid Security, etc) must be sent via courier or hand delivery as per the instructions in BDS;
- g) If you are uploading a large number of files (ex. 15 or more), please zip the files into a ZIP folder and upload the folder instead of each file individually. You can upload several ZIP folders, but if you do this, please note that the total size of each ZIP folder uploaded cannot exceed 50MB.

*Detailed instructions on how to submit, modify or cancel a bid in the e-Tendering system are provided in the e-Tendering system Bidder User Guide and Instructional videos available on this link:*

<http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/>

18	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70% - 30% distribution for technical and financial proposals respectively. The minimum technical score required to pass is 70%.
19		Expected date for commencement of Contract	September 16, 2019
20		Maximum expected duration of contract	24 months
21	35	UNDP will award the contract to:	One Proposer Only
22	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP

<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

23	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
24		Other Information Related to the RFP	N/A

## Section 4. Evaluation Criteria

### Preliminary Examination Criteria

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

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity
- Bid Security submitted as per RFP requirements with compliant validity period

### Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organisation or the World Bank Group or any other international Organisation in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
<b>Conflict of Interest</b>	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATIONS</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 5 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 5 years.	Form D: Qualification Form
<b>Previous Experience</b>	Minimum 5 years of demonstrated relevant experience. <i>(For JV/Consortium/Association: the lead applicant should meet requirement).</i>	Form D: Qualification Form
	Minimum 3 contracts of similar nature, degree of complexity and value implemented over the past 5 years.	Form D: Qualification Form
	Statements of Satisfactory Performance from 3 most recent clients confirming that bidder successfully completed such similar assignments are required.	

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

	<i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	
<b>Financial Standing</b>	Minimum average annual turnover of USD 400,000 for the last 3 years.	Form D: Qualification Form
	<i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.	Form D: Qualification Form
	<i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Max. Points Obtainable
1.	Bidder's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	500
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

The minimum technical score required to pass is 70%.

Section 1. Bidder's qualifications, capacity and experience		Max. Points obtainable
1.1	Organisation of the firm	30
1.2	Project management controls and quality control mechanisms in place	30
1.3	Financial stability; profitability; capacity to finance the project implementation	30
1.4	Absence of litigation history	10
1.5	Experience in implementing similar projects in Georgia and/or the region	30
1.6	Experience in implementing similar projects for public sector organisations	30
1.7	Experience in implementing similar projects for municipal authorities	30
1.8	Previous work experience with UNDP	10
	<b>Total Section 1</b>	<b>200</b>
Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Does the bidder adequately understand the requirements of this assignment, addressing important aspects in sufficient detail and weighing their different components in congruence with their importance to ensure seamless implementation of the project?	100

2.2	Is the proposed methodology for developing the PMS adequately explained and presented in sufficient detail providing a good understanding of how it will be adopted and utilised to meet the objective of the assignment?		150
2.3	Does the bidder demonstrate that it has a good understanding of the country/local context? Does it adequately indicate how it will establish cooperation with the parties it will need to work with, and does it describe the roles and their purpose of such cooperation?		75
2.4	Is the planning of activities logical and realistic for efficient implementation of the project's components?		100
2.5	Has a risks mitigation strategy been presented persuasively? Does it seem realistic?		75
<b>Total Section 2</b>			<b>500</b>
<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
<b>3.1</b>	<b><i>Team Leader / Project Manager</i></b>		100
	Professional experience in project management	30	
	Professional experience in performance management systems development and implementation	25	
	Professional experience in performance management systems in the field of service delivery	15	
	Experience in, and knowledge of, the municipalities in Georgia and/or the region	10	
	Education qualifications	10	
	International experience	5	
	Language qualifications	5	
<b>3.2</b>	<b><i>Waste management and public spaces cleaning specialist</i></b>		70
	Professional experience in waste management	15	
	Professional experience in public spaces cleaning management	15	
	Professional experience in developing performance management systems and relevant indicators	10	
	Experience in, and knowledge of, the municipalities in Georgia and/or the region	10	
	Education qualifications	10	
	International experience	5	
	Language qualifications	5	
<b>3.3</b>	<b><i>Monitoring and Evaluation / data collection specialist</i></b>		70
	Professional experience in developing monitoring and evaluation methodologies and systems	15	
	Professional experience in implementing and monitoring progress of performance management systems; particularly in the service sector	15	
	Professional experience in data collection and analysis for performance monitoring purposes	15	

	Experience in, and knowledge of, the municipalities in Georgia and/or the region	5	
	Education qualifications	10	
	International experience	5	
	Language qualifications	5	
<b>3.4</b>	<b><i>Software Development Specialist / Systems Analyst</i></b>		<b>60</b>
	Professional experience in programming, developing IT tools and other software	15	
	Experience in, and knowledge of, performance management e-tools development and implementation	10	
	Demonstrated familiarity with database management and web-based applications systems	15	
	Education qualifications	10	
	International experience	5	
	Language qualifications	5	
	<b>Total Section 3</b>		<b>300</b>
	<b>TOTAL all sections</b>		<b>1000</b>

## Section 5. Terms of Reference

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### a. Background Information and Rationale, Project Description

Georgia has achieved significant progress in terms of enhancing legislative and institutional framework for local self-governance reform and decentralisation. However, despite this advancement Georgia is confronted with an unfinished development agenda, common among the middle-income countries. Unemployment, poverty and inequality remain key policy challenges, reflecting an unfinished transition to sustainable and inclusive economic growth.

The economic gains have not been evenly distributed across the country and there is a strong asymmetry between rural and urban areas, as well as large disparities across the regions. There are also significant differences in the delivery of public services between rural and urban areas. Limitations with availability and affordability of essential public services further constrain the development prospects for Georgia's regions; exacerbated by the still quite limited level of decentralisation of competencies and resources. At the same time, the capacities of the local authorities to design and deliver development-oriented, evidence-based, inclusive, participatory and gender-sensitive services remain insufficient.

With support from the international partners, UNDP offers assistance to the Government of Georgia in the implementation of a systemic reform of regional and local governance. The UNDP project **Fostering Regional and Local Development in Georgia - Phase 2 (FRLD 2)**, supported by the Austrian, Swiss and Georgian Governments, seeks to address these challenges, among others. The overarching goal of the project is to build strong LSG institutions with greater competences and capacities to act as catalysts for stimulating regional/local economies, engage citizens into local policy making and design and implement people-centred initiatives benefiting women, men, youth, ethnic minorities, IDPs and other population groups. To achieve this goal, the project proposes the Local Economic Development (LED) approach to be applied as a central instrument throughout the project implementation cycle.

The expected project outcomes are as follows:

- 1) National institutions define and implement policy and establish institutional frameworks to foster decentralisation and enable local economic development (LED);
- 2) Municipalities and Community Centres are strengthened to deliver relevant services and incentives for the business environment and local economic actors; and
- 3) Civil society organisations and local businesses are empowered to participate in inclusive LED planning and decision-making.

The UNDP project **Fostering Decentralisation and Good Governance at the Local Level in Georgia (DGG)**, supported by the Government of Denmark, aims at advancing decentralisation and good governance at the local level through promoting nationwide policy reform, strengthening institutional and human capacities of national and local authorities, improving local service delivery and enhancing citizen participation in local policy making. The project activities are planned in such a way as to contribute to four project outputs:

- 1) Improved policy and institutional framework to foster decentralisation and promote good governance principles at the local level;
- 2) Enhanced institutional and human capacities of national and local authorities;
- 3) Improved municipal service delivery; and
- 4) Empowered stakeholders able to engage in local policy making and claim their rights.

The two projects cover all 39 municipalities in six regions of Georgia (Guria, Samegrelo-Zemo Svaneti, Racha-Lechkhumi, Kvemo Kartli, Mtskheta-Mtianeti and Imereti) and focus on two municipal services, prescribed in the [Organic Law of Georgia – Local Self Government Code \(Article 16\)](#):

- a) cleaning of streets, parks, public gardens and other public areas in the territory of the municipality; and



b) municipal waste management.

Setting up a performance management system (PMS) and quality assurance mechanisms are important for increasing effectiveness and efficiency of delivering these municipal services. Clean settlements are directly linked with satisfaction of local population – the main beneficiaries of municipal services. Most importantly, better quality of service provision and accessibility of such services attract business and tourists and are directly linked to local economic development and income generation at local level.

**b. Specific Objectives**

The specific objectives of this assignment are:

- 1) develop a Performance Management System (PMS) for two municipal services: a) *cleaning* of streets, parks, public gardens and other public areas in the territory of the municipality, and b) *municipal waste management*, which shall help *local* Authorities to better plan, manage, assess and improve service provision;
- 2) pilot the PMS, in cooperation with the MSDA<sup>2</sup> in eight (8) municipalities;
- 3) facilitate successful replication of the PMS in additional fifteen (15) municipalities in cooperation with the MSDA;
- 4) promote the PMS together with the MSDA in another sixteen (16) municipalities.

It is important to develop a simple, user-friendly, easily applicable **Performance Management System**, using the most appropriate applicable methodology and complemented by an on-the-job guide and other relevant knowledge material (including guidebooks etc). Furthermore, the Performance Management System developed shall be applicable to all municipalities of Georgia and thus allow for comparisons in public service provision quality among municipalities.

**c. Scope**

The performance management system shall include establishing a systematic approach towards identifying, collecting and using performance-related information and other relevant data to monitor the achievement of targets and milestones in service provision. This will enable municipalities to measure their progress towards the achievement of their vision and the objectives they set. It will also enable municipalities to identify potential problems at an early stage and take corrective action in a timely manner. Furthermore, it will allow municipalities to assess how realistic programmes and projects are in practice and develop strategic municipal Performance Management plans, which may be adjusted periodically. In addition, performance-related information shall provide municipalities with a tool for comparing their own performance in the provision of specific services, both against the performance of other municipalities and with prevalent good practices. To facilitate knowledge-sharing among municipalities, nationwide, as well as encourage municipalities to raise their service provision standards, both the FRLD 2 and DGG projects will support the National Association of Local Authorities in Georgia (NALAG) to establish a "Best Practices Programme", through which municipalities that have adopted best practices in key areas of their responsibility will be identified and be awarded with the "Best Practice Status" for a period of one year. It is envisioned that the Best Practices Programme will serve as a nationwide platform for knowledge-sharing and a useful tool for scaling up and out successful practices.

Through such a Programme, the best performing municipalities will be supported in sharing their good practices with the wider local government community through a series of activities. It is envisioned that these activities will include a national event where the winner Local Self-Governments (LSGs) - will present their best practices to the wider public through several modalities, i.e. open days, study visits, production of publicity materials, web publications, etc. By acknowledging and rewarding best performing LSGs and supporting them to act as centres of excellence from which other municipalities can learn, the project will facilitate information dissemination and knowledge-sharing among municipalities that will ultimately lead

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<sup>2</sup> MSDA stands for the Municipal Service Development Agency (MSDA), an entity selected by the Ministry of Regional Development and Infrastructure (MRDI) to develop and put in practice universally applicable electronic systems and applications in all municipalities of Georgia. MSDA has already provided IT solutions for several municipal services, including the Waste Management (WM) function for the Municipality of Tbilisi.

to driving up service delivery standards even further.

The projects will pay particular attention to ensure that gender responsive and socially inclusive service delivery is in place through supporting municipalities incorporating gender and social / vulnerability considerations into performance management systems. The standards and methodologies introduced for the pilot services will serve as a basis for designing the similar system for other municipal competencies by the Local Self-Governments (LSGs).

#### d. Envisioned activities

The duration of this assignment is estimated to be twenty-four (24) months. It is expected that a total of thirty nine (39) municipalities in six regions of Georgia - Racha-Lechkhumi-Kvemo Svaneti, Samegrelo-Zemo Svaneti, Guria, Kvemo Kartli, Mtskheta-Mtianeti and Imereti - shall benefit from the implementation of this assignment.

Adoption of the performance management system will be completed in two phases. Eight (8) municipalities will be part of the initial (pilot) phase of implementation of the performance management system of two municipal services. Fifteen (15) municipalities will be part of the second (replication) phase. The PMS will also be promoted in the remaining sixteen (16) municipalities that are also a target of this assignment. Piloting, replication and promotion activities will be implemented in cooperation with the MSDA.

The table below presents the activities of this assignment along with an indicative delivery timeline.

Activity		Description
1	Development of the methodology for conducting a baseline study	<p>The selected contractor will develop a comprehensive methodology through which a baseline study will be conducted in all thirty nine (39) municipalities, in order to establish current service provision levels for solid waste management and public spaces cleaning.</p> <p>The selected contractor will receive UNDP's approval in coordination with MRDI before such methodology is administered in the target municipalities.</p>
2	Baseline study conducted	<p>Baseline study conducted to identify existing performance management systems and good practices that may currently be in use by the municipalities in Georgia, if any.</p> <p>It will also identify good practices from other countries, which could possibly be adopted to the Georgian context.</p> <p>The baseline study will assess the current state of provision of the two (2) municipal services in the 39 (thirty-nine) target municipalities, where the PMS will be implemented, replicated and promoted. The target municipalities will be selected based on a set of criteria<sup>3</sup> that will determine which municipalities will participate in the pilot phase and which in the replication phase. Such criteria will be agreed upon with UNDP, and in consultation with MRDI.</p> <p>Selection of municipalities for the pilot and replication phases shall be based upon certain criteria – elaborated in footnote 3 below – and the baseline study results. Ultimately, the purpose is that municipalities selected for pilot and replication are representative of the total population of municipalities.</p> <p>The selected contractor is also expected to propose and justify sample composition and UNDP will approve.</p> <p>The assessment will include – but it will not be limited to - the following:</p>

<sup>3</sup> Target municipalities, in which the proposed PMS will be administered, shall be chosen according to some criteria that will be based on several characteristics. For example: size, i.e. area, population, population density; location, i.e. mountainous, border, etc; infrastructure in place, i.e. road system conditions, distance from landfills, etc; economic activity, i.e. residential, industrial / commercial, tourist destination, etc. This list of characteristics is not exhaustive, and the selected contractor is expected to provide its own suggestions to this end.

		<ul style="list-style-type: none"> <li>[i] description of how the public spaces cleaning and waste management services are currently managed and administered by target municipalities, i.e. own resources, partly or fully outsourced, frequency, etc;</li> <li>[ii] geographical area coverage (including road length in km) for these services, both in km<sup>2</sup> and in proportion to the total area of a municipality, including functional division of such areas, i.e. residential, commercial, industrial;</li> <li>[iii] analysis of the approximate cost for providing such municipal services and whether residents/legal entities pay a fee for such services, including the amount of such fees;</li> <li>[iv] description of resources devoted to and necessary for the provision of such municipal services, as well as managing a municipal waste management and street cleaning e-tool to be developed at later stage, i.e. number of personnel assigned and equipment utilised (vehicles, trucks, machinery, containers, GIS computers, printers and other equipment);</li> <li>[v] existence of landfills and/or recycling facilities including their proximity to each municipality under examination.</li> </ul> <p>The selected contractor shall add any other data and information that it may deem useful for the purpose of this activity and development of a PMS.</p> <p>It is expected that such information will be presented not only in narrative form but also visually with the use of maps, charts, etc.</p> <p>Furthermore, results of the baseline study should also be presented in a disaggregated form, i.e. per municipality, in order to be able to compare performance of municipalities before and after the PMS is developed and implemented.</p>
3	Development and operationalisation of the performance management system (PMS)	<p>This activity entails the development of a performance management system (PMS) in consultation with the UNDP Project Teams (FRLD 2 and DGG), the Ministry of Regional Development and Infrastructure (MRDI), the MSDA, the National Association of Local Authorities in Georgia (NALAG), and the authorities of the selected municipalities.</p> <p>The performance management system should include a systematic approach towards identifying, collecting and using performance-related information to monitor target achievement and milestones in service provision.</p> <p>It is expected that the selected contractor will adopt the proposed methodology on waste management and public spaces cleaning management to the Georgian context, in cooperation with the FRLD 2 and DGG projects teams and other relevant stakeholders.</p> <p>The aim of the PMS is to enable municipalities to measure their progress towards the achievement of their vision and objectives vis-à-vis their strategic plans, in general; and, their waste management plans, in particular. It will also enable them to identify problems at an early stage and thus be able to take corrective action in mid-course, if needed.</p> <p>The selected contractor is also expected to provide a user-friendly manual, as well as other relevant knowledge products (including short video guide(s)), for municipal staff responsible for the selected services, allowing them to familiarise themselves with the PMS (including data collection methods and techniques), they will be called upon to put into practice.</p> <p>Prior to approval of the proposed PMS by UNDP, the selected contractor will be required to present a PMS mock up, together with the manual to FRLD 2 and DGG projects staff and other relevant stakeholders.</p> <p>The selected contractor identified under this RFP, is expected to work closely</p>

		<p>with the Ministry of Regional Development and Infrastructure (MRDI) and the Municipal Service Development Agency (MSDA). Specifically, the selected contractor will develop the Performance Management System for the two services taking into consideration the baseline study results, specifics of target municipalities of Georgia, as well as of the MSDA-developed Waste Management e-tool for the Tbilisi Municipality.</p> <p>The performance management e-tool will periodically measure performance of municipalities in the provision of the two municipal services selected.</p>
4	Development of the analytical module for the PMS e-tool	<p>The selected contractor will prepare and deliver an analytical module, which interprets the data input into the assessment system, as well as a draft interface containing all envisioned fields for data required for input into the system. This will be utilised by MSDA to develop the e-tool for the PMS.</p> <p>Then, the e-tool for this PMS will be developed by the MSDA based on the approved PMS (MSDA will be engaged by UNDP for the purpose under a separate contract). Prospective bidders should take this information into account, when preparing their proposals for submission.</p> <p>Development of the PMS e-tool will be based upon the methodology developed, which will have defined a set of key performance indicators that are intended to assess service delivery, as well as the baseline values (and/or defined best practices) against which performance will be measured.</p> <p>The e-tool should also be capable of providing reports of the KPI values for each municipality and across municipalities for comparison purposes. For this, the e-tool will also have to incorporate the necessary algorithms, which will be used for the calculation of the values of the performance indicators.</p> <p>It is important that the PMS e-tool developed, is as simple as possible, user-friendly and easily deployable (a web-based application). It is also important that it allows for the systematic collection of performance-related information and data. Furthermore, it is important that its architecture is flexible, so that additional fields and/or modifications eventually needed will be easily performed, in times ahead.</p>
5	PMS Pilot in eight (8) municipalities	<p>Introduction and deployment of the PMS system and application of the e-tool in eight (8) selected municipalities, in order for them to establish a performance management system in waste management and public spaces cleaning management in their jurisdiction. The pilot process will be conducted following the methodology approved by the FRLD 2 and DGG.</p> <p>Deployment will be followed by provision of on-going support and consultancy services, as well as on-the-job training for the municipal personnel involved in the PMS implementation throughout the process; with direct involvement of each municipality's leadership at every stage of the pilot deployment and implementation.</p> <p>Analysis of piloting results for learning purposes and for potential adjustments.</p> <p>This activity shall be performed in cooperation with the MSDA.</p>
6	PMS replication in fifteen (15) municipalities	<p>Introduction and deployment of the PMS system in fifteen (15) municipalities selected, in order for them to establish performance management systems in waste management and public spaces cleaning management in their jurisdiction. The replication process will be conducted following the methodology approved by the FRLD 2 and DGG.</p> <p>Deployment of the PMS will be followed by provision of on-going support and consultancy services, as well as on-the-job training for the municipal personnel involved in the PMS deployment and implementation throughout</p>

		<p>the process; with direct involvement of each municipality's leadership at every stage of the implementation.</p> <p>Analysis of piloting results for learning purposes and for potential adjustments will also be provided.</p> <p>This activity shall be performed in cooperation with the MSDA.</p>
7	Assessment of the PMS impact on municipal service delivery	<p>Conduct a comprehensive assessment of the PMS impact on municipal service delivery levels for the two prescribed municipal services, including comparisons between baselines and results achieved in each municipality, as well as across municipalities that are participants in the project.</p> <p>Preparation of a report to assist municipalities in further improving their service delivery levels and how to track progress in doing so.</p> <p>The report shall provide comparative assessment of municipalities' performance before (based on the baseline study results) and after the PMS. Comparison shall be provided per each municipality and per each criterion.</p>
8	Promotion of the PMS nationwide	<p>This entails the promotion of the PMS in at least another sixteen (16) municipalities, other than those twenty-three (23) that will have participated in this project. A short video guide shall be prepared describing the purpose of the PMS and how the municipalities will benefit from it.</p> <p>This activity also entails the creation of a "Best Practices Programme" through which the best performing municipality/ies among the twenty-three (23), where the new PMS has been implemented, will be awarded for its achievements.</p> <p>The selected contractor will also be required to participate in a national conference, where the best performing municipality/ies will receive an award for its performance in delivering the two prescribed services.</p> <p>The best performing municipality/ies award programme will continue beyond the duration of this project. For this reason, the National Association of Local Authorities in Georgia NALAG should also be involved during the initial deployment, as it will most likely be the entity that will take over such an activity for the years to come. It is envisioned that the Best Practices Programme will serve as a nationwide platform for knowledge-sharing and a useful tool for scaling up and out successful practices. The selected contractor is expected to provide guidance and consultation to the NALAG in development and management of an efficient platform.</p>

In addition to the above, in response to specific requests by the FRLD 2 project team, the selected organization will:

- Mitigate emerging issues that fall in line with the tasks presented in this Terms of Reference;
- Elaborate ad hoc reports at any stage if requested to do so;
- Participate in working meetings and other events organized by UNDP needed for successful implementation of the company's assignment and present findings of the assignment upon request.

**e. Deliverables and project implementation timeline**

All deliverables of this project will be provided both in English and Georgian languages.<sup>4</sup>

The selected contractor will provide the following deliverables during the duration of this assignment:

<sup>4</sup> Bidders are advised to take this into consideration in the preparation of their financial proposals, as translation services may be needed.

<b>Deliverables</b>	<b>Description</b>
1	Methodology developed for conducting baseline study
2	Baseline study report
3	PMS detailed methodology developed; Mock up presentation
4	Analytical module for PMS e-tool, manual and documentation
5	Capacity building tools and materials for municipalities on how to deploy and manage the proposed PMS
6	Results report and lessons learnt from PMS pilot in eight municipalities
7	Results report and lessons learnt from PMS pilot in fifteen municipalities
8	Assessment report on the application of the PMS in all 23 municipalities, including percentage of local businesses reporting improvements in their activities as a result of performance management system (disaggregated by ownership by women/ youth); as well as citizen satisfaction rates
9	Report on promotion activities of the PMS nationwide
10	Final report on the new PMS and its results in service provision (including assessment of stakeholders: population, local businesses, tourists etc)
11	Power point presentation with main results and findings; occurred challenges and opportunities

All deliverables must be approved by UNDP, and also in some of the cases following consultation with MRDI, before they are considered final.

The UNDP team reserves the right to request additional information and data throughout the implementation of this assignment.

**Project implementation timeline**

	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Baseline study methodology developed																									
Baseline study conducted																									
Good practices identified (national/international)																									
PMS methodology developed																									
PMS e-tool documentation prepared																									
PMS e-tool developed by MSDA																									
Capacity building tools and materials prepared																									
PMS pilot in 8 municipalities																									
Provision of support and consultancy services to municipalities and MSDA																									
Lessons learnt report for pilot phase																									
PMS replication in 15 municipalities																									
Lessons learnt report for replication phase																									
Promotion of PMS in 16 municipalities																									
Assessment report for 23 municipalities																									
Knowledge platform developed																									
Best performing municipality award with NALAG																									
Promotion activities report																									
Final project report																									

**f. Governance and Accountability**

The contractor's performance will be monitored and regularly evaluated; the company will share reports according to the defined schedule. Regular monitoring of the performance will be conducted by the UNDP project team as per deliverables stipulated in the Terms of Reference.

Installments will be linked with the deliverables and will be subject to approval from the UNDP Project Managers.

The contractor is expected to work closely with target municipalities leadership and staff, to communicate with the Ministry of Regional Development and Infrastructure (MRDI), the National Association of Local Authorities (NALAG) and any other relevant stakeholder for ensuring the successful implementation and completion of this assignment.

**g. Expected duration of the contract/assignment**

24 calendar months.

**j. Duty Station**

The selected contractor is expected to perform its services primarily in Tbilisi, Georgia. However, travel will be required to the 23 municipalities to be included in the implementation of the PMS system for municipal services; as well to those that the PMS will be promoted.

**k. Professional Qualifications of the Successful Contractor and its key personnel**

In addition to the listed below information, the bidder should carefully read *Section 4. Evaluation Criteria* (pp. 20-24).

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**Contractor**

- Relevant professional experience of at least five (5) years;
- Demonstrated experience of having implemented at least three (3) contracts of similar value, nature and degree of complexity over the past five (5) years;
- Availability of reliable project management and quality control systems, including early warning and failure prevention systems for safeguarding timely and seamless progress and ensuring high quality results in achieving the project's objectives;
- Demonstrated financial stability: soundness of financial standing to implement this project;
- Experience in implementing at least one (1) similar project in Georgia and/or the region; implementation of additional similar projects will be considered an advantage;
- Experience in implementing at least one (1) similar project for public sector organisations; implementation of additional similar project will be considered an advantage;
- Experience in implementing similar projects for municipal authorities will be considered an advantage;
- Previous working experience with UNDP will be considered an advantage.

**Key personnel**

**TEAM LEADER / PROJECT MANAGER**

- At least five (5) years of professional experience in project management; additional years of professional experience in project management will be considered an advantage;
- At least three (3) years of professional experience in performance management systems development and implementation; additional years of professional experience in PMS development and implementation will be considered an advantage;
- Involvement in at least one (1) performance management system development in the field of service delivery; involvement in additional projects will be considered an advantage;
- Experience in, and knowledge of, the municipalities in Georgia and/or the region will be considered an advantage;
- At least a Master's degree in a relevant field; higher qualifications will be considered an advantage;
- International experience will be considered an advantage;



- Good command of English or Georgian language is required; good command of both languages will be considered an advantage.

#### **WASTE MANAGEMENT AND PUBLIC SPACES CLEANING SPECIALIST**

- At least five (5) years of professional experience in waste management (consultancy, assessment and analysis, planning, etc); additional years of professional experience in waste management will be considered an advantage;
- At least five (5) years of professional experience in public spaces cleaning management (consultancy, assessment and analysis, planning, etc); additional years of professional experience in public spaces cleaning management will be considered an advantage;
- Involvement in the development of at least one (1) performance management system; involvement in the development of additional PMS will be considered an advantage;
- Experience in, and knowledge of, the municipalities in Georgia and/or the region will be considered an advantage;
- At least a Master's degree in a relevant field; higher qualifications will be considered an advantage;
- International experience will be considered an advantage;
- Good command of English or Georgian language required; good command of both languages will be considered an advantage.

#### **MONITORING AND EVALUATION / DATA COLLECTION SPECIALIST**

- At least five (5) years of professional experience in developing and/or implementing monitoring and evaluation methodologies and systems; additional years of professional experience in developing and/or implementing monitoring and evaluation methodologies and systems will be considered an advantage;
- Professional experience in implementing and/or monitoring progress of at least one (1) performance management system; experience in implementing and/or monitoring additional performance management systems and/or experience with implementing and/or monitoring performance management systems in the service sector will also be considered an advantage;
- At least five (5) years of professional experience in data collection and analysis for performance monitoring purposes; additional years of experience in data collection and analysis for performance monitoring purposes will be considered an advantage;
- Experience in, and knowledge of, the municipalities in Georgia and/or the region will be considered an advantage;
- At least a Master's degree in a relevant field; higher qualifications will be considered an advantage;
- International experience will be considered an advantage;
- Good command of English or Georgian language required; good command of both languages will be considered an advantage.

#### **SOFTWARE DEVELOPMENT SPECIALIST / SYSTEMS ANALYST**

- At least five (5) years of professional experience in programming, developing IT tools and other software; additional years of experience in programming and developing IT tools and other software will be considered an advantage;
- Experience in, and knowledge of, development and implementation of at least one (1) performance management e-tool development and/or implementation; experience with additional e-tools will be considered an advantage;
- At least four (4) years of professional experience with database management and web-based applications; additional years of professional experience with database management and web-based applications will be considered an advantage;
- At least a Master's degree in a relevant field; higher qualifications will be considered an advantage;
- International experience will be considered an advantage;
- Good command of English or Georgian language required; good command of both languages will be considered an advantage.

Any changes in the composition of the Service Provider's team during the period of work should be coordinated with UNDP.

**l. Schedule of Payments**

#	Deliverables	Payment % of total contract value
1	Methodology developed for conducting baseline study	20
2	Baseline study conducted / report	
3	PMS detailed methodology and mock up presentation	30
4	Analytical module for PMS e-tool, manual and documentation	
5	Capacity building tools and materials for municipalities on how to deploy and manage the proposed PMS delivered	30
6	Results report and lessons learnt from PMS pilot in eight municipalities	
7	Results report and lessons learnt from PMS pilot in fifteen municipalities	
8	Assessment report on the application of the PMS in all 23 municipalities, including percentage of local businesses reporting improvements in their activities as a result of performance management system (disaggregated by ownership by women/ youth); as well as citizen satisfaction rates	20
9	Report on promotion activities of the PMS nationwide	
10	Final report on the new PMS and its results in service provision (including assessment of stakeholders: population, local businesses, tourists etc)	20
11	Power point presentation with main results and findings; occurred challenges and opportunities	

**m. Additional References or Resources**

- the [Organic Law of Georgia – Local Self Government Code](#) (article 16).
- [UNDP commissioned study of citizens satisfaction with public services](#)
- [Law of Georgia - Waste Management Code](#)

## Section 6: Returnable Bidding Forms / Checklist

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

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS item 17.

### Technical Proposal Folder:

#### Have you duly completed all the Returnable Bidding Forms?

- |  |                          |
|--|--------------------------|
| ▪ Form A: Technical Proposal Submission Form                     | <input type="checkbox"/> |
| ▪ Form B: Bidder Information Form                                | <input type="checkbox"/> |
| ▪ Form C: Joint Venture/Consortium/ Association Information Form | <input type="checkbox"/> |
| ▪ Form D: Qualification Form                                     | <input type="checkbox"/> |
| ▪ Form E: Format of Technical Proposal                           | <input type="checkbox"/> |
| ▪ Form H: Form of Proposal Security                              | <input type="checkbox"/> |

<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>
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### Financial Proposal Folder:

**(Must be submitted in a separate file and it should be password-protected. The password should not be sent at this time. It will be requested by UNDP at a later stage)**

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

## Form A: Technical Proposal Submission Form

Name of Bidder: [Insert Name of Bidder]

Date: Select date

RFP reference: [Insert RFP Reference Title]

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal [Insert RFP Reference Title] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

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

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

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

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

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

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

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

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

[Stamp with official stamp of the Bidder]

## Form B: Bidder Information Form

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

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

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: [Insert RFP Reference Title]

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

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

### Name of leading partner

(with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)

[Complete]

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

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

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

Name of partner: \_\_\_\_\_

Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Name of partner: \_\_\_\_\_

Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## Form D: Qualification Form

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: [Insert RFP Reference Title]

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

### Historical Contract Non-Performance

- Contract non-performance did not occur for the last 5 years
- Contract(s) not performed for the last 5 years

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

### Litigation History (including pending litigation)

- No litigation history for the last 5 years
- Litigation History as indicated below

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

### Previous Relevant Experience

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

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

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken
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Bidders may also attach their own Project Data Sheets with more details for assignments above.

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

## Financial Standing

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

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	2016	2017	2018
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

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

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



## Form E: Format of Technical Proposal

Name of Bidder: [Insert Name of Bidder]

Date: Select date

RFP reference: [Insert RFP Reference title]

The Bidder's proposal should be organised to follow this format of Technical Proposal. **It is Bidder's responsibility to address in the proposal all specific issues specified in the Section 4 – Evaluation Criteria and the Section 5 – Terms of Reference in a clear, well-structured and detailed manner.**

Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

### **SECTION 1: Bidder's qualification, capacity and expertise**

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

### **SECTION 2: Proposed Methodology, Approach and Implementation Plan**

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

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

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

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

## SECTION 3: Management Structure and Key Personnel

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

### Format for CV of Proposed Key Personnel

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of services]</i> <ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/Experience</b>	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organisation, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert]  Reference 2: [Insert]

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

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)

## Form F: Financial Proposal Submission Form

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: [Insert RFP Reference title]

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal. [Insert RFP Reference Title] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

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

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

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

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Title]		

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

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

Currency of the proposal: [USD]

### Table 1: Summary of Overall Prices

	Amount(s) in USD
<b>Professional Fees</b> (from Table 2)	
<b>Other Costs</b> (from Table 3)	
<b>Total Amount of Financial Proposal</b>	
<b>VAT 0%</b>	

### Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate in USD	No. of Days*	Total Amount in USD
		A	B	C=A*B
In-Country**	Team Leader / Project Manager			
	Waste management and street cleaning specialist			
	Software Development Specialist / Systems Analyst			
	Evaluation and data collection specialist			
	Additional technical staff in the area of specialization that company considers necessary for fulfilment the tasks envisaged in the TOR***			

	Administrative staff, that company considers necessary for fulfilment the tasks envisaged in the TOR***			
Home Based**	Waste management and street cleaning specialist			
	Software Development Specialist / Systems Analyst			
	Evaluation and data collection specialist			
	Additional technical staff in the area of specialization that company considers necessary for fulfilment the tasks envisaged in the TOR***			
<b>Subtotal Professional Fees:</b>				

**Table 3: Breakdown of Other Costs\*\*\*\***

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			
Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
<b>Subtotal Other Costs:</b>				

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

Bidders should provide actual amounts of professional fees and other costs per deliverable and not simply adjust them to those in the schedule of payments.

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

Deliverable 4
Deliverable 5
Deliverable 6
Deliverable 7
Deliverable 8
Deliverable 9
Deliverable 10
Deliverable 11

**IMPORTANT NOTES**

- \*UNDP strongly recommends companies/organisations to use days as primary unit of time when providing respective calculations under the Cost Breakdown.
- \*\*The contractor is free to propose combination of in-Country/Home Based consultancy rates based on the level of engagement and services required under the TOR.
- \*\*\*If the bidder will provide additional technical and administrative staff and other related costs it can be subject to review and approval from UNDP side.
- \*\*\*\* Under Other Costs companies shall include detailed list of all costs associated with implementation of the deliverables, each cost shall be justified and clearly calculated. Other related costs can be subject to UNDP review and if applicable consideration for exclusion similar to the existing note about technical staff.

## Form H: Form of Proposal Security

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

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To: UNDP

*[Insert contact information as provided in Data Sheet]*

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

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

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

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

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

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

### SIGNATURE AND SEAL OF THE GUARANTOR BANK

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Bank \_\_\_\_\_

Address \_\_\_\_\_

*[Stamp with official stamp of the Bank]*

