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# REQUEST FOR PROPOSAL

**THE APPOINTMENT OF ECONOMISTS TO ASSESS THE MODEL OF COMMODITY BASED ASSOCIATIONS AND INSTITUTIONS, THEIR SUPPORT PROGRAMME TOWARDS SMALL AGRICULTURAL PRODUCERS AND THE SOCIO-ECONOMIC IMPACT OF THEIR PROGRAMMES TO SMALL PRODUCERS AND BENEFICIARIES AT HOUSEHOLD LEVEL.**

RFP No.: 58939

Project: 00098248

Country: South Africa

Issued on: 06 September 2019

## Contents

Section 1. Letter of Invitation .....	4
Section 2. Instruction to Bidders.....	5
A. GENERAL PROVISIONS    5	
1. Introduction .....	5
2. Fraud & Corruption, Gifts and Hospitality .....	5
3. Eligibility.....	5
4. Conflict of Interests .....	6
B. PREPARATION OF PROPOSALS    6	
5. General Considerations.....	6
6. Cost of Preparation of Proposal .....	7
7. Language.....	7
8. Documents Comprising the Proposal.....	7
9. Documents Establishing the Eligibility and Qualifications of the Bidder .....	7
10. Technical Proposal Format and Content .....	7
11. Financial Proposals.....	7
12. Proposal Security.....	<b>Error! Bookmark not defined.</b>
13. Currencies .....	8
14. Joint Venture, Consortium or Association .....	<b>Error! Bookmark not defined.</b>
15. Only One Proposal.....	8
16. Proposal Validity Period.....	8
17. Extension of Proposal Validity Period .....	8
18. Clarification of Proposal.....	9
19. Amendment of Proposals.....	9
20. Alternative Proposals.....	9
21. Pre-Bid Conference .....	9
C. SUBMISSION AND OPENING OF PROPOSALS    9	
22. Submission.....	10
23. Deadline for Submission of Proposals and Late Proposals .....	11
24. Withdrawal, Substitution, and Modification of Proposals .....	11
25. Proposal Opening .....	12
D. EVALUATION OF PROPOSALS    12	
26. Confidentiality.....	12

27. Evaluation of Proposals .....	12
28. Preliminary Examination .....	12
29. Evaluation of Eligibility and Qualification .....	12
30. Evaluation of Technical and Financial Proposals.....	13
31. Due Diligence .....	14
32. Clarification of Proposals .....	14
33. Responsiveness of Proposal.....	14
34. Nonconformities, Reparable Errors and Omissions .....	14
E. AWARD OF CONTRACT 15	
35. Right to Accept, Reject, Any or All Proposals .....	15
36. Award Criteria .....	15
37. Debriefing.....	15
38. Right to Vary Requirements at the Time of Award.....	15
39. Contract Signature .....	15
40. Contract Type and General Terms and Conditions .....	16
41. Performance Security .....	16
42. Bank Guarantee for Advanced Payment .....	16
43. Liquidated Damages .....	16
44. Payment Provisions .....	16
45. Vendor Protest .....	16
46. Other Provisions .....	16
Section 3. Bid Data Sheet .....	18
Section 4. Evaluation Criteria .....	22
Section 5. Terms of Reference .....	24
Section 6: Returnable Bidding Forms / Checklist .....	31
form a: technical proposal submission form .....	32
form b: bidder information form .....	34
form c: joint venture/consortium/association information form.....	<b>Error! Bookmark not defined.</b>
form d: qualification form.....	<b>Error! Bookmark not defined.</b>
form e: format of technical proposal .....	38
form f: financial proposal submission form .....	44
form g: financial proposal form .....	44
form h: form of proposal security .....	<b>Error! Bookmark not defined.</b>

## 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
  - Form A: Technical Proposal Submission Form
  - Form B: Bidder Information Form
  - Form D: Qualification Form
  - Form E: Format of Technical Proposal
  - Form F: Financial Proposal Submission Form
  - Form G: Financial Proposal Form

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

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

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

Issued by:

Name: **Lerato Maimela**  
Title: **Procurement Associate**  
Date: **06 September 2019**

Approved by:

Name: **Yahya Ba**  
Title: **Deputy Country Director (Operations)**  
Date: **06 September, 2019**

## SECTION 2. INSTRUCTION TO BIDDERS

<b>A. GENERAL PROVISIONS</b>	
<p><i>1. Introduction</i></p>	<p><b>1.1</b> Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p><b>1.2</b> Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p><b>1.3</b> As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
<p><i>2. Fraud &amp; Corruption, Gifts and Hospitality</i></p>	<p><b>2.1</b> UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></p> <p><b>2.2</b> Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p><b>2.3</b> In pursuance of this policy, UNDP            (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;            (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p><b>2.4</b> All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p>
<p><i>3. Eligibility</i></p>	<p><b>3.1</b> A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension</p>

	<p>imposed by these organizations.</p> <p>3.2 It is the Bidder’s responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>
<p><i>4. Conflict of Interests</i></p>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> <li>a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP’s confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> <li>a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP’s further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<p><b>B. PREPARATION OF PROPOSALS</b></p>	
<p><i>5. General Considerations</i></p>	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions</p>

	in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP
<i>6. Cost of Preparation of Proposal</i>	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.
<i>7. Language</i>	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.
<i>8. Documents Comprising the Proposal</i>	8.1 The Proposal shall comprise of the following documents: a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
<i>9. Documents Establishing the Eligibility and Qualifications of the Bidder</i>	9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.
<i>10. Technical Proposal Format and Content</i>	10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP. 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. 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 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.
<i>11. Financial Proposals</i>	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. 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. 11.3 Prices and other financial information must not be disclosed in any other place

	except in the financial proposal.
<i>12. Currencies</i>	<p>12.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
<i>13. Only One Proposal</i>	<p>13.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>13.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <p>a) they have at least one controlling partner, director or shareholder in common; or</p> <p>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</p> <p>c) they have the same legal representative for purposes of this RFP; or</p> <p>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;</p> <p>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</p> <p>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.</p>
<i>14. Proposal Validity Period</i>	<p>14.1 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>14.2 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>
<i>15. Extension of Proposal Validity Period</i>	<p>15.1 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>15.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p>



	15.3 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.
<i>16. Clarification of Proposal</i>	<p><b>16.1</b> 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><b>16.2</b> UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>16.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
<i>17. Amendment of Proposals</i>	<p>17.1 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>17.2 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>
<i>18. Alternative Proposals</i>	<p>18.1 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>18.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<i>19. Pre-Bid Conference</i>	19.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
<b>C. SUBMISSION AND OPENING OF PROPOSALS</b>	



<p><b>eTendering submission (if applicable)</b></p>	<p>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.</p> <p>20.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <p>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</p> <p>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</p> <p>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</p> <p>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/</a></p>
<p><i>21. Deadline for Submission of Proposals and Late Proposals</i></p>	<p>21.1 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>21.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p><i>22. Withdrawal, Substitution, and Modification of Proposals</i></p>	<p>22.1 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>22.2 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>22.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the</p>

	<p>system are provided in Bidder User Guide and Instructional videos.</p> <p>22.4 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>
<p>23. <i>Proposal Opening</i></p>	<p>23.1 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>
<p><b>D. EVALUATION OF PROPOSALS</b></p>	
<p>24. <i>Confidentiality</i></p>	<p>24.1 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>24.2 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>
<p>25. <i>Evaluation of Proposals</i></p>	<p>25.1 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>25.2 Evaluation of proposals is made of the following steps:</p> <ul 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> </ul>
<p>26. <i>Preliminary Examination</i></p>	<p>26.1 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>
<p>27. <i>Evaluation of Eligibility and Qualification</i></p>	<p>27.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>27.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ul 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</li> </ul>

	<p>financial resources to perform the contract and all existing commercial commitments,</p> <ul style="list-style-type: none"> <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> </ul>
<p>28. <i>Evaluation of Technical and Financial Proposals</i></p>	<p>28.1 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>28.2 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>28.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>28.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;"><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> </div>

	<div style="border: 1px solid black; padding: 5px;"> <p><b>Combined Score</b> = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
<p>29. <i>Due Diligence</i></p>	<p>29.1 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:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>e) Physical inspection of the Bidder’s offices, branches or other places where business transpires, with or without notice to the Bidder;</li> <li>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
<p>30. <i>Clarification of Proposals</i></p>	<p>30.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>30.2 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.</p> <p>30.3 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.</p>
<p>31. <i>Responsiveness of Proposal</i></p>	<p>31.1 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.</p> <p>31.2 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.</p>
<p>32. <i>Nonconformities, Reparable Errors and</i></p>	<p>32.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p>

<p><i>Omissions</i></p>	<p>32.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>32.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <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> <p>32.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
<p><b>E. AWARD OF CONTRACT</b></p>	
<p>33. <i>Right to Accept, Reject, Any or All Proposals</i></p>	<p>33.1 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.</p>
<p>34. <i>Award Criteria</i></p>	<p>34.1 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.</p>
<p>35. <i>Debriefing</i></p>	<p>35.1 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.</p>
<p>36. <i>Right to Vary Requirements at the Time of Award</i></p>	<p>36.1 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.</p>
<p>37. <i>Contract Signature</i></p>	<p>37.1 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</p>

	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.
38. <i>Contract Type and General Terms and Conditions</i>	38.1 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>
39. <i>Performance Security</i>	39.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
40. <i>Bank Guarantee for Advanced Payment</i>	40.1 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>
41. <i>Liquidated Damages</i>	41.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
42. <i>Payment Provisions</i>	42.1 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.
43. <i>Vendor Protest</i>	43.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a>
44. <i>Other Provisions</i>	44.1 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.

44.2 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.

44.3 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  
[http://www.un.org/en/ga/search/view\\_doc.asp?symbol=ST/SGB/2006/15&referer](http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer)

## 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.

The qualifying team is invited to submit a proposal to provide the above-mentioned services. The proposal should focus on addressing the team's ability to provide the services outlined in the Scope of Work and Expected Outputs. Please include the following:

- Cover letter stating the ability of the team to undertake this assignment
- Detailed CV(s) indicating qualifications and relevant experience of all team members
- A proposal indicating a description of the proposed approach to the scope of work, preliminary work plan with timelines, deliverables and detailed budget.
- Company documents, including profile.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required

7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Not Required
10	18	Currency of Proposal	Local currency RAND
11	31	Deadline for submitting requests for clarifications/ questions	9 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: PROCUREMENT ASSOCIATE Address: 351 FRANCIS BAARD STREET, PRETORIA E-mail address: <a href="mailto:procurement.enquiries.za@undp.org">procurement.enquiries.za@undp.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email
14	23	Deadline for Submission	20 <sup>th</sup> September 2019 at 23:30
14	22	Allowable Manner of Submitting Proposals	<input type="checkbox"/> Submission by email <input type="checkbox"/> e-Tendering
15	22	Proposal Submission Address	<u>[For e-tendering method, keep link below and insert Event ID information]</u>  <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>  <u>BU Code: ZAF10</u>  <u>Event ID number: 0000004335</u>  <u>For email method send the documents to email below</u>  <a href="mailto:bid.pretoria@undp.org">bid.pretoria@undp.org</a>

16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> <li>▪ Format: PDF files only</li> <li>▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>▪ All files must be free of viruses and not corrupted.</li> <li>▪ Password for technical proposal must not be provided to UNDP until the date as indicated in No. 14 (for email submission only)</li> <li>▪ Password for financial proposal must not be provided to UNDP until requested by UNDP</li> <li>▪ Max. File Size per transmission: [Specify]</li> <li>▪ Mandatory subject of email: [Specify]</li> </ul>
17	27 36	Evaluation Method for the Award of Contract	<p>Lowest Financial Offer among Technically Responsive and Qualified Proposals</p> <p>The minimum technical score required to pass is 70%.</p>
18		Expected date for commencement of Contract	01 <sup>st</sup> October, 2019
19		Maximum expected duration of contract	4 months
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	<p>Purchase Order and Contract for Goods and Services for UNDP</p> <p><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></p>
22	39	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Professional Services</p> <p><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></p>
23		Other Information Related to the RFP	<i>[All other instructions and information not yet mentioned so far in this Data Sheet but are relevant to the RFP must be cited here, and any further entries that may be added below this table row]</i>



## SECTION 4. EVALUATION CRITERIA

### Preliminary Examination Criteria

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

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

### Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with 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
	Any additional criteria if required	
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form

<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

<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
<b>Previous Experience</b>	Number of years of relevant experience.	Form D: Qualification Form
	Number of contracts of similar value, nature and complexity implemented over the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
<b>Financial Standing</b>	Total average annual turnover in USD for the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Any additional criteria if required	

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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.

## Technical Evaluation Criteria

Selection criteria will be based on functionality, knowledge and experience. Technical proposal will be weighted at a maximum 100 points with 70% pass rate. The selection of the successful team of experts will be aimed at maximizing the overall qualities in required areas of competence. This will be broken down in the following manner:

The team must fulfil the following selection criteria:

Criteria for Selection			Points Allocated	
(As per RFQ or RFP)				<b>Per Criteria</b>
1		<b>Technical Proposal</b>		<b>50</b>
	a.	Expertise of Company submitting Proposal demonstrating relevance of:  Specialized Knowledge  Experience on Similar Programme / Projects  Experience on related Projects in the Country/Region		20
	b.	Proposed Work Plan and Approach:  Is the scope of task well defined and does it respond to the TORs?  Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?		30
		<b>Knowledge and Experience</b>		<b>50</b>
2	a.	<b>Education:</b> Post Graduate Degree in Development Economics, Economics, Agricultural Economics, or any other equivalent post graduate degree. - All Team Members.		15
	b.	<b>Knowledge and Skills:</b> Development Finance, Development and Agricultural Economics, Report Writing, Policy Analysis and Socio-economic impact assessment. Strong research background on issues of agriculture, land policy and development. <i>Working knowledge</i> of South African government, especially on the issue of rural development and land reform programmes.		15
	c.	<b>Experience:</b> <u>Team leader</u> must have more than 7 years of consulting experience on the topic of land reform and rural development and economic transformation.		10
	d.	<b>Experience:</b> Other team members may have a minimum of 3 years of experience in the same field.		10
<b>TOTAL TECHNICAL SCORE (Passing Rate = 70%)</b>				<b>100 pts</b>



Criteria for Selection			Points Allocated	
(As per RFQ or RFP)				Per Criteria
1		<b>Technical Proposal</b>		<b>50</b>
	a.	Expertise of Company submitting Proposal demonstrating relevance of:  Specialized Knowledge  Experience on Similar Programme / Projects  Experience on related Projects in the Country/Region		20
	b.	Proposed Work Plan and Approach:  Is the scope of task well defined and does it respond to the TORs?  Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?		30
		<b>Knowledge and Experience</b>		<b>50</b>
2	a.	<b>Education:</b> Post Graduate Degree in Development Economics, Economics, Agricultural Economics, or any other equivalent post graduate degree. - All Team Members.		15
	b.	<b>Knowledge and Skills:</b> Development Finance, Development and Agricultural Economics, Report Writing, Policy Analysis and Socio-economic impact assessment. Strong research background on issues of agriculture, land policy and development. <i>Working knowledge</i> of South African government, especially on the issue of rural development and land reform programmes.		15
	c.	<b>Experience:</b> <u>Team leader</u> must have more than 7 years of consulting experience on the topic of land reform and rural development and economic transformation.		10
	d.	<b>Experience:</b> Other team members may have a minimum of 3 years of experience in the same field.		10
<b>TOTAL TECHNICAL SCORE (Passing Rate = 70%)</b>				<b>100 pts</b>

## Section 5. Terms of Reference

### 1. PROJECT BACKGROUND

- 1.1 Agriculture is an important employer in the rural areas of South Africa, especially of low-skilled and semi-skilled workers. Supporting the growth of the sector is a focus of national policy, including the New Development Plan (NDP) and the National Growth Path (NGP), and agriculture remains the key to promoting rural development, food security and combatting rural poverty alleviation.
- 1.2 Improved productivity of smallholder agriculture will enable higher value and superior quality of agricultural output, and improved competitiveness. More competitive smallholder farms are more likely to create and sustain employment and reduces levels of rural poverty. Therefore, there is a growing urgency to provide support to smallholder agriculture, as a mechanism of promoting sustainable employment in the sector.
- 1.3 Unfortunately, the South African agricultural economy has limiting room for emerging and subsistence farmers. There is lack of sufficient support system to support subsistence farmers causing such farmers to be unable to take advantage of the various opportunities that the South African Agricultural Economy presents. South African Agricultural Economy grew rapidly under the apartheid government owing to strong state subsidies and support programmes aimed at supporting commercial farmers. Similar support programmes and state subsidies are still prevalent in developed and have been central in encouraging the agricultural economy of the United States of America and Europe. Similar support systems were never extended to small and emerging black farmers in South Africa, which led to the structure of the South Africa Agriculture as we know it today, dominated by big capital intensive commercial with no substantial impact on job creation
- 1.4 Many emerging and subsistence farmers from poor rural areas find it difficult to participate in commercial markets because of a range of constraints. Attempts by farmers to market their commodity are mostly affected by poor infrastructure, inadequate property rights, lack of credit access, absence of technology needed to increase productivity of emerging and subsistence
- 1.5. The sustainability of emerging and subsistence farmers cannot be achieved without appropriate farmer support services. The provision of support services remains one of the major important interventions in the agricultural sector for rural development, food security, poverty alleviation and income generation of emerging farmers. With adequate access to farmer support services, subsistence and emerging agriculture can contribute to an increased agricultural growth, rural development and have a positive impact on the farm income.
- 1.6. It is in this light that in August 2018 the State President, Cyril Ramaphosa established an Inter-Ministerial Committee (IMC) on Land Reform chaired by the Deputy President. The IMC was amongst others to oversee the implementation of cabinet decisions on Land Reform and anti-poor interventions and champion leadership on land reform at national government level. It was also to follow through with the recommendations of the Joint Committee on Constitutional Review that were adopted by the National Assembly which suggest the amendment of Section 25 of the Constitution so as to address the historic wrongs caused by the arbitrary dispossession of land and ensure equitable access to land in order to empower the majority of South Africans to be active participants in land ownership, food security and employment creation

- 1.7. Research from a range of sources including the World Bank, the United Nations Food and Agriculture Organization, OECD, civil society organizations, and academic institutions show that strengthening land and property rights goes hand in hand with the realization of development objectives related to poverty alleviation, food security, environmental sustainability and advancing women's empowerment worldwide.
- 1.8. Therefore, there is urgency to assess the models of commodity-based associations and institutions and their support programme towards small agricultural producers and also to determine the socio-economic impact of their programmes on small producers, and beneficiaries at household level. This work is critical as the success of the Sustainable Development Goals (SDGs) will depend on country-programme that leaves no one behind. Therefore, supporting emerging and subsistence farmers is critical to ensure that 'no one is left behind'.
- 1.9. The United Nations Development Programme (UNDP) in supporting the DALRRD in its mission to achieve NDP and SDG Goals would like to solicit expertise of a suitably qualified organizations to undertake policy research to assess the support programme provided by commodity association and institutions towards subsistence and emerging farmers.

## **2. PROJECT RELEVANCE AND NATIONAL POLICY GUIDANCE**

- 2.1. There are a range of recurring policy pronouncements for social and economic inclusion. The 2012 National Development Plan (NDP) seeks to "Eliminate poverty and reduce inequality by 2030" which is in line with the Sustainable Development Goals: Goal 1 on ending poverty in all its forms everywhere and Goal 2 on ending hunger, achieve food security and improved nutrition and promote sustainable agriculture
- 2.2. The NDP asserts that agriculture has the potential to create nearly 1 million jobs by 2030, including 124 500 in the subsistence sector (producers with less than 0.5 hectares (ha) of land) and 360 000 jobs in small-scale agriculture.
- 2.3. It further asserts that various models of land acquisition and redistribution should be considered to resolve the slow pace of land reform. With this in mind, the NDP contends that land reform should be based on the following principles'
  - 2.3.1 *Enable a more rapid transfer of agricultural land to black beneficiaries without distorting land markets or business confidence in the agri-business sector;*
  - 2.3.2 *Ensure sustainable production on transferred land by making sure that human capabilities precede land transfer;*
  - 2.3.3 *Establish monitoring institutions to protect land markets from opportunism, corruption and speculation;*
  - 2.3.4. That land sizes of 0.5 to 5 hectares have greater prospects for job creation compared to thresholds of land sizes that are small than or larger than such thresholds, and
  - 2.3.5. *Offer white commercial farmers and organised industry bodies the opportunity to significantly contribute to the success of black farmers*

- 2.4. In terms of dismantling apartheid spatial fragmentation, the NDP advances a common vision of spatial transformation for both urban and rural areas achieved through spatial development as “shaped by the long-term public interest”. This emphasises the need for a “land reform programme that is spatially targeted in areas that are most viable in terms of agricultural land and access to markets.”
- 2.5. In terms of the operation strategy, the Overview of the NDP amongst others states as follows: “We must “.....attack the blight of poverty and exclusion and nurture economic growth *at the same time*, creating a virtuous cycle of expanding opportunities, building capabilities and reducing poverty, involving communities in their own development, all leading to rising living standards ...”;
- 2.6. The NDP furthermore guides us follows “A developmental state needs to be capable, but a capable state does not materialize by decree, nor can it be legislated or waved into existence by declarations. It has to be built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules”;

Therefore, job creating opportunities from the urban/peri-urban and hinterland link as well as urban agriculture for perishables like horticulture could be the focus.

### **3. PROJECT PURPOSE**

- 3.1 To undertake research and initial assessments of practices and collect evidence of commodity-based organizations and institutions’ s support approaches to small and micro agriculture producers and their ultimate socio-economic impact on household income and livelihoods.
- 3.2 Assess the establishment and history of commodity-based producers’ institutions and organizations and producer categories.
- 3.3 Their structure of operations and support focus areas (operations model);
- 3.4 Research on the operations costs and savings and investments strategy of these support organizations to small producers in the area and what are the income streams and extents of income made by employees and particularly producers serviced by these support organization’s;
- 3.5 Determine the funding model of these organizations and identify their income streams and subsequent benefits to their members particularly small producers and their beneficiaries;  
Identify different social, technical and other support to model/s used to provide support to small and micro producers;
- 3.6 Advise and recommended improvements on their operational structure and support approaches and interventions;
- 3.7 Assess and analyze history of and constraints to access of the full suite of state support, over and above the DALRRD (R&D; Market Access, Credit, Extension Services etc),
- 3.8 Identify the associated implications of macro-economic and development finance policy to such constraints;
- 3.9 Consider the scalability of the effective model of support and approximate their likely impact;
- 3.10 Develop a research plan for household level research engagements to ascertain the actual social and economic impact of such approaches and models have created, and
- 3.11 Compile a closeout report including an advisory on the approach to be taken, moving forward.

### **4. REQUIRED**

- 4.1 A team involving three (3) economists with expertise on macro-, micro- and development economics, who

have experience on matters related to South Africa's economic and fiscal policy as well as its development objectives and their performance, particularly in rural and peri-urban spaces as well as lower level agro-based producers and enterprises.

## **5. DURATION**

- 5.1 This initial phase of the project will be over 4 months (from September to December/January 2019/2020).
- 5.2 Should resources for the household level socio-economic impact assessment become available, the next phase of the assessment would be from December/January to March 2019/2020.

## **6. SCOPE OF WORK**

- 6.1 The project will be over 4 months from September to December / January 2019/2020. It will involve introductions to relevant Branches and the commodity-based support formations. Amongst these are horticulture, grains, goat, sheep and sugar. The team will target three commodity areas each (a total of 9 including sugar and horticulture). They will advice on two commodity formation or additional opportunities.

These will involve:

- 6.5.1. Assess documents from the DALRRD that relate to such producer association and support organization's it worked with over some 3 – 5 years;
- 6.5.2. Secure access to such associations/organizations that support small producers in various commodities and administer telephonic surveys and send/administer questionnaire to extract key information;
- 6.5.3. Organize focus group discussions with beneficiaries to understand their experience with regard to support services provided not limited to finance, technical support and market access
- 6.5.4. Initial engagement on their experience with access to finance as founders or role players over time and additional areas of constraint and how best could policy have or should improve their circumstance and appointments.
- 6.5.5. Analyze operations and organization trends amongst these and the meso level issues to the approach and model of all.
- 6.5.6. Preparation for and undertake further engagements with field managers of these select commodity producer support organization's and where possible include actual producers that are benefitting in order to deepen the understanding of the model and their practical application: – focused group discussions in the various regions;
- 6.5.7. Further engagements on experience on (past and presents) with access to support from various support institutions including Development Finance institutions and what challenges faced by small and micro producers or cooperative on the field.
- 6.5.8. Frame a value for money assessment for the DALRRD from this approach compared to others;
- 6.6. An analysis of the issues arising from these various research areas/streams and draw out the trends in operations and why it is cost effective and having impact;
- 6.7. Planning of a field research and working framework to undertake fieldwork in phase two and model the suitability as well as its future social and economic impact; and
- 6.8. Development of a project completion report including a motivation for the approach and/or certain recommendations.

## **7. EXPECTED OUTPUTS AND PAYMENT SCHEDULES**

The expected outputs from the Team will be the following:

1. A project plan and Inception report;
2. Documents assessment and analysis report;
3. A report on consultation at the organizational level;
4. A report at the focused group level with field operators and beneficiary representatives;
5. A macro-economic and fiscal policy assessment and advisory;
6. An initial detailed asset on potential social and economic impact on potential;
7. A research and modelling for impact assessment of project scaling;

#### **Payment Schedule**

<b>Deliverable</b>	<b>Payment</b>	<b>Timeframe</b>
1. Project Implementation Plan (PIP) and Inception Report	15%	Within two (2) weeks of contract signing.
2. Draft Reports as per the outlined outputs above.	45%	Approximately 3 months after submitting the (PIP) and Inception Report.
3. Final Reports	40%	Within 4 months, upon approval of all the required reports.

#### **8. PROJECT IMPLEMENTATION REPORTING**

- The Team Leader shall submit draft and final reports which clearly present work undertaken outlining activities and outputs thereof. Any proposed deviations from the original project implementation plan shall be explained to the UNDP in writing and be approved by the UNDP Senior Management.
- The project report (s) must be submitted in electronic formats. All such materials shall become the property of the UNDP and its development partner and no document may be reproduced, copied or distributed without prior written consent from UNDP.

#### **9. INSTITUTIONAL ARRANGEMENTS**

The Team will be:

- working with a team of other experts who are also working in interlinked activities.
- briefed by the Chief Director Policy Research & Legislation Development-DALRRD and UNDP Project Manager at the beginning of the assignment and will henceforth report regularly to CD PR&LD-DALRRD and UNDP Project Manager throughout the assignment.
- Supervised by the Chief Director PR&D- DALRRD.
- Will report progress to the Chief Director PR&LD (DRDLR) and the UNDP.
- The Team will be expected to observe the highest professional and ethical standards throughout project implementation.
- Project monitoring, control and evaluation will be jointly done by UNDP and the DALRRD.
- UNDP Project Manager will administer the progress, contractual obligations of the project and do quality assurance.

#### **10. RELEVANT INFORMATION/DOCUMENTATION**

- Information and related documents will be available on request from Chief Directorate: PR&LD in the DALRRD and all relevant role players.

- The UNDP Senior Management will be available for consultation regarding related issues, progress briefings and any other matters related to smooth execution of the project and success thereof.

## 11. CONFIDENTIALITY

All information, discussions, documents and reports that arise from this assignment must be regarded as confidential. Only UNDP, or its development partner, shall have the right to make public the findings of this project.

## 12. APPLICATION REQUIREMENTS

The qualifying team is invited to submit a proposal to provide the above-mentioned services. The proposal should focus on addressing the team’s ability to provide the services outlined in the Scope of Work and Expected Outputs. Please include the following:

- Cover letter stating the ability of the team to undertake this assignment
- Detailed CV(s) indicating qualifications and relevant experience of all team members
- A proposal indicating a description of the proposed approach to the scope of work, preliminary work plan with timelines, deliverables and detailed budget.
- Company documents, including profile.

## 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 22.

### Technical Proposal Envelope:

<b>Have you duly completed all the Returnable Bidding Forms?</b>	
▪ 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"/>
▪ [Add other forms as necessary]	<input type="checkbox"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>

## Financial Proposal Envelope

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

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
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<b>Have you duly completed all the Returnable Bidding Forms?</b>	
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"/>
[Add other forms as necessary]	<input type="checkbox"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>

## Financial Proposal Envelope

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

Form F: Financial Proposal Submission Form	<input type="checkbox"/>
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### Form A: Technical Proposal Submission Form

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

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

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



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

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

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

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

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

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

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

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

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

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

*[Stamp with official stamp of the Bidder]*

## Form B: Bidder Information Form

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

	assignment location, if applicable <ul style="list-style-type: none"> <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 (if required)</li> </ul>
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### Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	[Select date]
ITB reference:	[Insert ITB Reference Number]		

To be completed and returned with your Bid if the Bid 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 goods and/or services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

<b>Name of leading partner</b> (with authority to bind the JV, Consortium, Association during the ITB process and, in the event a Contract is awarded, during contract execution)	[Complete]
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We have attached a copy of the below referenced document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Form D: Eligibility and Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
ITB reference:	[Insert ITB Reference Number]		

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

### Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

### Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

### Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as

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

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

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

## Financial Standing

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

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
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:
- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
  - b) Historic financial statements must be audited by a certified public accountant;
  - c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

**Form E: Format of Technical Proposal**

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

The Bidder’s proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

**SECTION 1: Bidder’s qualification, capacity and expertise**

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

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

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

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder’s internal technical and quality assurance review mechanisms.

- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team. (n/a)
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

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

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

### **SECTION 3: Management Structure and Key Personnel**

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

### **Format for CV of Proposed Key Personnel**

NAME OF PERSONNEL	[INSERT]
POSITION FOR THIS ASSIGNMENT	[INSERT]
NATIONALITY	[INSERT]
LANGUAGE PROFICIENCY	[INSERT]



<p>EDUCATION/ QUALIFICATIONS</p> <hr/>	<p><i>[SUMMARIZE COLLEGE/UNIVERSITY AND OTHER SPECIALIZED EDUCATION OF PERSONNEL MEMBER, GIVING NAMES OF SCHOOLS, DATES ATTENDED, AND DEGREES/QUALIFICATIONS OBTAINED.]</i></p> <hr/> <p>[INSERT]</p>
<p>PROFESSIONAL CERTIFICATIONS</p> <hr/>	<p><i>[PROVIDE DETAILS OF PROFESSIONAL CERTIFICATIONS RELEVANT TO THE SCOPE OF SERVICES]</i></p> <hr/> <ul style="list-style-type: none"> <li>▪ NAME OF INSTITUTION: [INSERT]</li> <li>▪ DATE OF CERTIFICATION: [INSERT]</li> </ul>
<p>EMPLOYMENT RECORD/ EXPERIENCE</p>	<p><i>[LIST ALL POSITIONS HELD BY PERSONNEL (STARTING WITH PRESENT POSITION, LIST IN REVERSE ORDER), GIVING DATES, NAMES OF EMPLOYING ORGANIZATION, TITLE OF POSITION HELD AND LOCATION OF EMPLOYMENT. FOR EXPERIENCE IN LAST FIVE YEARS, DETAIL THE TYPE OF ACTIVITIES PERFORMED, DEGREE OF RESPONSIBILITIES, LOCATION OF ASSIGNMENTS]</i></p>

<hr/>	<p><i>AND ANY OTHER INFORMATION OR PROFESSIONAL EXPERIENCE CONSIDERED PERTINENT FOR THIS ASSIGNMENT.]</i></p> <hr/> <p>[INSERT]</p>
<p>REFERENCES</p> <hr/>	<p><i>[PROVIDE NAMES, ADDRESSES, PHONE AND EMAIL CONTACT INFORMATION FOR TWO (2) REFERENCES]</i></p> <hr/> <p>REFERENCE 1:</p> <p>[INSERT]</p>

	<p>REFERENCE 2:</p> <p>[INSERT]</p>
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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.

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Signature of Personnel

Date (Day/Month/Year)

## Form F: Financial Proposal Submission Form

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

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

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

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

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

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

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

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

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

[Stamp with official stamp of the Bidder]

## Form G: Financial Proposal Form

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

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

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

Currency of the proposal: [Insert Currency]

**Table 1: Summary of Overall Prices**

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

**Table 2: Breakdown of Professional Fees**

Name	Position	Fee Rate	No. of Days/months/hours	Total Amount
		A	B	C=A+B
In-Country				
Home Based				
<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>	
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**Table 4: Breakdown of Price per Deliverable/Activity**

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