



REQUEST FOR PROPOSAL (RFP)

To: Eligible Consulting firms	DATE: October 3, 2019
	REFERENCE: UNDP-RFP/UGA19/008

Dear Sir / Madam:

We kindly request you to submit your proposal for Consultancy services to conduct entrepreneurship and business management training for briquette making groups in four districts.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Technical and Financial proposals must be separately sealed in individual envelopes (marked “Technical Proposal” or “Financial Proposal”, each containing one original copy marked as such, one copy and a digital copy in a CD/USB drive) and both envelopes contained in one larger envelope clearly marked “Consultancy services to conduct entrepreneurship and business management training for briquette making groups in four districts”.

Proposals may be submitted on or before **Monday, October 21, 2019 at 12:00pm** via email tenders.kampala@undp.org;

Your Proposal must be expressed in the **English**, and valid for a minimum period of **120 days**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) 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.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,


MANAGMENT
10/3/2019

Description of Requirements

Context of the Requirement	<p>Charcoal is the preferred cooking energy in Uganda because of a variety of reasons. Notwithstanding its popularity, the charcoal sub-sector remains plagued by inefficient production practices, lack of sustainable supplies of woody biomass and inadequate, often conflicting, policy statements.</p> <p>To address the barriers that impede sustainable charcoal production, the Government of Uganda is, with support from UNDP Green Environment Facility (UNDP-GEF) implementing a project: Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Practices through an Integrated Approach (Green Charcoal Project).</p> <p>The objective of the project is to secure multiple environmental benefits by addressing the twin challenges of unsustainable utilization of fuel wood (including charcoal) and poor land management practices common in Uganda's woodlands through technology transfer, enhancement of the national policy framework and promotion of Sustainable Land Management (SLM) and Sustainable Forest Management (SFM) practices.</p> <p>The project involves piloting low carbon emission sustainable charcoal technologies and broader sustainable land and forest management practices in four districts: Mubende, Kiboga, Nakaseke and Kiryandongo.</p>
Implementing Partner of UNDP	Ministry of Energy and Mineral Development (MEMD)
Brief Description of the Required Services ¹	<p>Over the period 2016 - 2018, the project supported the formation and registration of 24 briquette making groups in the districts of Mubende, Nakaseke, Kiboga and Kiryandongo. However, the briquette groups still lack skills on how to effectively manage their businesses in a productive and sustainable manner. Relatedly, there is also need for quality assurance in the processes involved in briquettes production to effectively compete in the market.</p> <p>To address these gaps, the project is seeking the services of a competent firm to provide capacity building and skills development for the 24 briquette making groups to enhance their capacity in managing their processes in a sound business framework. The firm will also produce training manual, IEC awareness materials and link the producers to local financing institutions for their businesses and potential markets.</p> <p>The firm will be required to:</p> <ol style="list-style-type: none"> Conduct training and capacity building to 24 briquette producing groups on improved productivity, entrepreneurship, marketing and sustainable management of Small Medium Enterprises (SMEs).

¹.

	b) Provide technical support for sustainable briquette enterprise development by linking producers to financial institutions for loans and other financing schemes (access to financial services).
List and Description of Expected Outputs to be Delivered	<p>The key deliverables of the assignment include:</p> <ul style="list-style-type: none"> i. Inception report, which articulates the understanding/interpretation of the TORs; provides the methodology of carrying out the assignment; work plan and implementation schedule. ii. A training manual on entrepreneurial, marketing and sustainable business management practices for briquetting enterprises; and marketing flyer for briquette as a form of alternative energy to charcoal and firewood. iii. Training of the briquetting groups on sustainable business management including the demonstration of best practices for storage and packaging; and weight packages for transportation and retail; iv. At least 3 SMEs MOUs signed between briquette making groups and private sector, markets, potential financing institutions. v. Final detailed consultancy report highlighting how all activities were carried out, the achievements realized, lessons learnt, challenges faced, and recommendations for effective performance among associations and groups
Person to Supervise the Work/Performance of the Service Provider	The Contractor shall work under the overall supervision of the Permanent Secretary, Ministry of Energy and Mineral Development; and the UNDP Uganda Resident Representative. The Project Focal Point in the Ministry of Energy and Mineral Development (MEMD) and the UNDP Uganda Team leader – Inclusive Green Growth will directly supervise the firm. Technical review and initial approval of the deliverables will be undertaken by the Project Manager in consultation with the responsible UNDP Uganda Programme Officer. The Service Provider will not be eligible for any payment without the approval of the Project Focal Point in the Ministry of Energy and Mineral Development (MEMD) and the UNDP Uganda Team leader – Inclusive Green Growth who will be responsible for assuring the overall technical quality of the key deliverables, and compliance with the terms of the assignment.
Frequency of Reporting	Bi-monthly
Progress Reporting Requirements	<p>The Project Focal Point in the Ministry of Energy and Mineral Development (MEMD) and the UNDP Uganda Team leader – Inclusive Green Growth will directly supervise the firm. Technical review and initial approval of the deliverables will be undertaken by the Project Manager in consultation with the responsible UNDP Programme Officer. The Service Provider will not be eligible for any payment without the approval of the Project Focal Point in the Ministry of Energy and Mineral Development (MEMD) and the UNDP Uganda Team leader – Inclusive Green Growth who will be responsible for assuring the overall technical quality of the key deliverables, and compliance with the terms of the assignment.</p> <p>The required format for all the reports generated shall be agreed with UNDP and MEMD upon the inception of the assignment.</p>
Location of work	<input checked="" type="checkbox"/> Exact Address Kampala and the four project pilot districts of Mubende, Kiboga, Nakaseke and Kiryandongo

Expected duration of work	6 weeks from date of approval and acceptance of contract by both parties			
Target start date	4 th November 2019			
Latest completion date	31 st December 2019			
Travels Expected	Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s
	Kampala	10 days	Present inception report; preparation of training manuals; report on progress;	N/A
	Kiboga	5	Conduct trainings, monitoring progress;	N/A
	Kiryandogo	5	Conduct trainings, monitoring progress;	N/A
	Mubende	5	Conduct trainings, monitoring progress;	N/A
	Nakaseke	5	Conduct trainings, monitoring progress;	N/A
Special Security Requirements	<input checked="" type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input checked="" type="checkbox"/> Others <i>[pls. specify]</i> All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (transport, professional fees, communication, consumables, living allowances, etc.). except logistical costs related to the organization of the training workshops as maybe envisaged			
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required. To be included in the technical proposal			
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required. Technical proposals must identify who in the company shall be taking the roles of Team Leader, Senior Expert, and other support staff.			
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency			
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes			
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The			

	Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.			
Partial Quotes	<input checked="" type="checkbox"/> Not permitted			
Payment Terms ³	Outputs	Percentage	Timing (after contract signature)	Condition for Payment Release
	Acceptable inception report	25%	5 work days	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
	Acceptable training manual on marketing and sustainable business management practices for briquetting making groups and marketing flyer for briquette as a form of alternative energy to charcoal and firewood.	35%		
	Acceptable detailed consultancy report highlighting how all activities were carried out, the achievements realized including MOUs signed with potential financial institutions, lessons learnt, challenges faced, and recommendations for effective performance among groups	40%		
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	The Project Focal Point in the Ministry of Energy and Mineral Development (MEMD) and the UNDP Uganda Team leader – Inclusive Green Growth will directly supervise the firm. Technical review and initial approval of the deliverables will be undertaken by the Project Manager in consultation with the responsible UNDP Programme Officer. The Service Provider will not be eligible for any payment without the approval of the Project Focal Point in the Ministry of Energy and Mineral Development (MEMD) and the UNDP Uganda Team leader – Inclusive Green Growth who will be responsible for assuring the overall technical quality of the key deliverables, and compliance with the terms of the assignment.			
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services			

Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	Technical Proposal (70%) <input checked="" type="checkbox"/> Expertise of the Firm 20% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 30% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 20% Financial Proposal (30%) To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Annexes to this RFP ⁴	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) ⁵
Contact Person for Inquiries (Written inquiries only) ⁶	<u>Tenders.kampala@undp.org</u> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	This RFP is limited to Ugandan companies/organizations meeting the requirements under the "Documentation/information needed to ascertain legality of firm" in the section above. In the case that Joint Ventures, Consortiums or Associations are created the lead entity must be a Ugandan company/organization and meet the requirements stated below.

TECHNICAL EVALUATION CRITERIA

Technical Proposal Evaluation Form 1		Points obtainable
Expertise of the Firm/Organization		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> - Financial stability - loose consortium, holding company or one firm - age/size of the firm - strength of project management support - project financing capacity - project management controls 	90
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedures, warranty	25
1.5	Relevance of: <ul style="list-style-type: none"> - Specialized Knowledge - Experience in executing similar projects 	120
		300
Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
		400
Technical Proposal Evaluation Form 3		
Management Structure and Key Personnel		
3.1	Team Leader	

	<p>General Qualification</p> <ul style="list-style-type: none"> The Team Leader will have overall responsibility for program performance, management, and operations; overall achievement of programmatic results; and timely completion of deliverables. The Team Leader must demonstrate exceptional managerial and operational experience, and preferably experience in managing complex activities involving coordination with multiple program partner institutions. <p>Academic Qualifications:</p> <ul style="list-style-type: none"> An advanced degree in Economics, Business Administration, Marketing, Entrepreneurship, Financial Management or related field 	120
	Suitability for the Project	
	International Experience; An internationally recognized and extensive track record in the area of specialization.	10
	<ul style="list-style-type: none"> Experience of not less than 10 years in entrepreneurship and MSMEs support Clear understanding of the charcoal value chain in Uganda Proven knowledge of institutional and policy issues around charcoal in Uganda Track record of undertaking related assignments within sub-Sahara Africa or EAC region Competences: Ability to produce excellent written reports, easily understood by non-expert audiences Fluency in English language – both oral and written Demonstrates integrity and ethical standards 	65
	Thorough knowledge of the Uganda context.	25
	<p>- Language Qualifications- Ability to write clearly and concisely in English</p> <ul style="list-style-type: none"> The language of the assignment shall be English. All deliverables shall be in English language. Therefore, excellent English communication skills (Oral, written, and presentation) are essential. 	20
		240
3.4	Support staff	
	Business Management Expert/ Training and community development specialist.	

	<p>General Qualification</p> <p>The team shall include a Business management expert to support with transforming the briquette making groups into viable business entities/enterprises capable of producing and supplying charcoal/briquettes to the local market and attracting loans from local financial institutions for their businesses.</p>	20
	Suitability for the Project	
	- International Experience	5
	<p>Business Management Expert</p> <p>Academic Qualifications:</p> <ul style="list-style-type: none"> • An advanced degree in Economics, Business Administration, Marketing, Entrepreneurship or related field <p>Years of experience:</p> <ul style="list-style-type: none"> • Experience of not less than 7 years in entrepreneurship and MSMEs support • Clear understanding of the charcoal value chain in Uganda • Proven knowledge of institutional and policy issues around charcoal in Uganda • Track record of undertaking related assignments within sub-Saharan Africa or EAC region • Competences: • Ability to produce excellent written reports, easily understood by non-expert audiences • Demonstrates integrity and ethical standards 	25

	<p>Training and community development specialist.</p> <p>The Training and community development expert shall lead the training needs assessments, developing training modules and facilitating all the training and community development initiatives under the contract.</p> <p>Academic Qualifications:</p> <ul style="list-style-type: none"> ▪ Advanced degree in social sciences, community development or relevant field. <p>Years of experience:</p> <ul style="list-style-type: none"> ▪ Demonstrated experience of not less than 5 years in performing related roles ▪ Understanding of the charcoal value chain and energy sub sector in Uganda ▪ Experience in designing training modules and facilitating capacity building programmes ▪ Demonstrated experience in leading community development initiatives <p>Competences:</p> <ul style="list-style-type: none"> ▪ Ability to produce excellent written reports, easily understood by non-expert audiences ▪ Fluency in English language – both oral and written ▪ Demonstrates integrity and ethical standards 	
	- Language Qualification	10
	<p>- Language Qualifications- Ability to write clearly and concisely in English</p> <ul style="list-style-type: none"> • The language of the assignment shall be English. All deliverables shall be in English language. • Therefore, excellent English communication skills (Oral, written, and presentation) are essential. 	
	Total Part 2	300

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁸)

[insert: Location]

[insert: Date]

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

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3		
	Total	100%	

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				

a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
 Authorized Person]*
[Designation]
[Date]

General Terms and Conditions for Services

1.0 LEGAL STATUS:

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

2.0 SOURCE OF INSTRUCTIONS:

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

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

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

4.0 ASSIGNMENT:

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

5.0 SUB-CONTRACTING:

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

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract

or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

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

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

- 8.1** The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- 8.2** The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
- 8.3** The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.
- 8.4** Except for the workmen's compensation insurance, the insurance policies under this Article shall:
 - 8.4.1** Name UNDP as additional insured;
 - 8.4.2** Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;
 - 8.4.3** Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
- 8.5** The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

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

10.0 TITLE TO EQUIPMENT:

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

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

- 11.1** Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.
- 11.2** To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.
- 11.3** At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.
- 11.4** Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be

delivered only to UNDP authorized officials on completion of work under the Contract.

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

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

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

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

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

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

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

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

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

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

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

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

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

- 13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.
- 13.4 The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.
- 13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.
- 13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

- 14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.
- 14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.
- 14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

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

15.0 TERMINATION

- 15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 (“Arbitration”), below, shall not be deemed a termination of this Contract.
- 15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.
- 15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.
- 15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

- 16.1 **Amicable Settlement:** The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.
- 16.2 **Arbitration:** Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party’s written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general

principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

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

18.0 TAX EXEMPTION

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

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

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

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

20.0 MINES:

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

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

21.0 OBSERVANCE OF THE LAW:

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

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the

Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

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

23.0 AUTHORITY TO MODIFY:

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

Terms of Reference

Consultancy to conduct entrepreneurship and business management training for briquette making groups in four districts

Programme /Project Title:	Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Practices through an Integrated Approach Project
Scope of Advertisement:	National
Type of Contract:	Contract for Professional Services
Duty Station:	Kampala with travels to Kiboga, Kiryandongo, Mubende and Nakaseke
Languages:	English
Duration of Contract:	30 working days spread over a period of two calendar months

Background

Biomass is the main source of energy in Uganda, contributing about 94% of all energy consumed. Of the total biomass consumed, wood fuel accounts for about 80%, charcoal 10% and crop residues 4%. Firewood and crop residues are majorly consumed in rural areas while charcoal is consumed in urban areas. The heavy dependence on biomass-based fuels continues to exert immense pressure on existing forests, woodlands, tree resources and other forms of biomass. It also threatens the sustainable flow of benefits, goods and services derived from forests and woodlands.

Recent estimates indicate that the demand for charcoal has been increasing steadily at an estimated 6% per annum. This demand is attributed to a high rate of urbanization coupled with a rapidly increasing population, as well as high cost of using electricity especially for cooking and heating purposes. Limited storage space in urban areas, high standards of living, higher calorific value of charcoal than for wood and easier handling by vendors makes charcoal the favored fuel over firewood in urban areas.

Notwithstanding its popularity, the charcoal sub-sector remains plagued by inefficient production practices, lack of sustainable supplies of woody biomass and inadequate, often conflicting, policy statements. There is also glaring evidence that charcoal production activities are destructive, relying mainly on clear felling of live standing trees. In addition, charcoal is usually produced by using inefficient and often poorly managed traditional earth kilns whose efficiency rarely go beyond 10%.

This situation is exacerbated by inefficient and wasteful practices across the whole charcoaling chain. As a result, significant quantities of wastes in form of charcoal fines and powder are produced during packaging, transportation, handling and offloading. These wastes have caused other problems like the choking of drainage channels in many urban centers in Uganda. Yet, charcoal fines and powder is a big potential energy resource that could substantially ease pressure on the remaining woody biomass resources in the country

To ensure sustainable supply and utilization of biomass resources for socio-economic development, National Biomass Energy Strategy (NBEST) recommended a switch from overconsumption of traditional woody biomass (fuelwood and charcoal) exploiting alternative fuel resources such as briquettes. NBEST also recommended using improved biomass conversion technologies with higher efficiencies in comparison to traditional conversion technologies.

To address the barriers that impede sustainable charcoal production, the Ministry of Energy and Mineral Development (MEMD) on behalf of Government of Uganda is, with support from UNDP Green Environment Facility (UNDP-GEF) implementing a project: Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Practices through an Integrated Approach (Green Charcoal Project). The objective of the project is to secure multiple environmental benefits by addressing the twin challenges of unsustainable utilization of fuel wood (including charcoal) and poor land management practices common in Uganda's woodlands through technology transfer, enhancement of the national policy framework and promotion of Sustainable Land Management (SLM) and Sustainable Forest Management (SFM) practices.

Over the period 2016 – 2018, the project supported the formation and registration of 16 briquette making groups in the districts of Mubende, Nakaseke, Kiboga and Kiryandongo. Some of the groups have been supported with small scale briquette making machines. However, the briquette groups lack skills on how to effectively manage their businesses in a productive and sustainable manner. Relatedly, there is also need for quality assurance in the processes involved in briquettes production to effectively compete in the market.

To address these gaps, the project is seeking the services of a competent firm to provide capacity building and skills development of at least 16 briquette making groups to enhance their capacity in managing their processes in a sound business framework. The firm will also produce training manual, IEC awareness materials and link the producers to local financing institutions for their businesses and potential markets.

Objectives and Scope of Work

The overall objective of the assignment is to strengthen the entrepreneurship and business management capacity of at least 16 briquette making groups to effectively manage their businesses. In particular, the consultancy seeks to:

- a) Provide entrepreneurship and business management training to 24 briquette making groups. The training is intended to strengthen the briquette making MSMEs' productivity and competitiveness; and
- b) Enhance the briquette MSMEs' bankability and increase access to affordable finance by preparing and linking them to financial institutions.

The firm will be expected to:

- i) Develop and produce a training manual and marketing flyer for briquette as a form of alternative energy to charcoal and firewood.
- ii) Conduct training on efficient and effective production of briquettes from available resources and in marketing skills focusing on enhancing livelihood through, marketing and business management.
- iii) Identify/recommend suitable packaging material and appropriate storage for briquettes.

- iv) Establish linkages between briquette producers, private sector, markets and local financing institutions for briquette businesses.

Expected Outputs/Deliverables

The key deliverables of this assignment include:

- a) A final inception report on the assignment within 5 work days of signing of the contract detailing the understanding/ interpretation of the TORs; the methodology of carrying out the assignment; work plan and implementation schedule as agreed upon with the Ministry of Energy and Mineral Development and UNDP.
- b) A training manual focusing on marketing and sustainable business management practices for briquetting making groups
- c) Comprehensive consultancy report highlighting how all activities were carried out, the achievements realized including MOUs signed with potential financial institutions, lessons learnt, challenges faced, and recommendations for effective performance.

Schedule of Payments

Payment to the firm will be made in three instalments upon satisfactory completion and approval of the deliverables by the technical committee. The payment schedule includes:

Deliverables	Payment release
Final inception report	25% of agreed contractual fees upon submission and approval of the inception report.
A training manual and marketing flyer for briquette as a form of alternative energy to charcoal and firewood.	35% of the agreed contractual fees upon submission and approval of the training manual
Comprehensive consultancy report	40% of the agreed contractual fees upon submission and approval of the comprehensive consultancy report

Working Arrangements

The firm will work closely with the project team and shall report to the Permanent Secretary, Ministry of Energy and Mineral Development (MEMD) who will be responsible for ensuring the overall technical quality of the deliverables and compliance with the terms of reference of the assignment. The selected firm will also report to the UNDP Uganda Resident Representative on all contractual obligations.

The required format for all the reports generated shall be agreed with the MEMD and UNDP upon the inception of the assignment. All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (transport, professional fees, communication, consumables, living allowances, etc.) except logistical costs related to the organization of the training workshops⁹.

Duration of the assignment

The expected duration of the assignment is 6 weeks equivalent from the date of acceptance of the contract by both parties.

Duty Station

The consultant's duty station shall be Kampala with expected travel to 4 districts (Kiboga, Kiryandongo, Mubende and Nakaseke).

Requirements for Experience and Qualifications

Applicants shall be legally registered firms and shall demonstrate sufficient capacities to implement the required activity in a satisfactory manner. The assignment will be undertaken using a team of at least three experts:

- a) Team leader
- b) Business Management expert
- c) Training and community development expert

Required skills and experience of the Team Leader

Team Leader

The Team Leader will have overall responsibility for program performance, management, and operations; overall achievement of programmatic results; and timely completion of deliverables. The Team Leader must demonstrate exceptional managerial and operational experience, and preferably experience in managing complex activities involving coordination with multiple program partner institutions.

Academic Qualifications:

- An advanced degree in Economics, Business Administration, Marketing, Entrepreneurship, Financial Management or related field

Years of experience:

- Experience of not less than 10 years in entrepreneurship and MSMEs support
- Clear understanding of the charcoal value chain in Uganda
- Proven knowledge of institutional and policy issues around charcoal in Uganda
- Track record of undertaking related assignments within sub-Sahara Africa or EAC region

Competences:

- Ability to produce excellent written reports, easily understood by non-expert audiences
- Fluency in English language – both oral and written
- Demonstrates integrity and ethical standards

Business Management Expert

The team shall include a Business management expert to support with transforming the briquette making groups into viable business entities/enterprises capable of producing and supplying charcoal/briquettes to the local market and attracting loans from local financial institutions for their businesses.

Academic Qualifications:

- An advanced degree in Economics, Business Administration, Marketing, Entrepreneurship or related field

Years of experience:

- Experience of not less than 7 years in entrepreneurship and MSMEs support
- Clear understanding of the charcoal value chain in Uganda
- Proven knowledge of institutional and policy issues around charcoal in Uganda
- Track record of undertaking related assignments within sub-Sahara Africa or EAC region

Competences:

- Ability to produce excellent written reports, easily understood by non-expert audiences
- Fluency in English language – both oral and written
- Demonstrates integrity and ethical standards

Training and community development specialist.

The Training and community development expert shall lead the training needs assessments, developing training modules and facilitating all the training and community development initiatives under the contract.

Academic Qualifications:

- Advanced degree in social sciences, community development or relevant field.

Years of experience:

- Demonstrated experience of not less than 5 years in performing related roles
- Understanding of the charcoal value chain and energy sub sector in Uganda
- Experience in designing training modules and facilitating capacity building programmes
- Demonstrated experience in leading community development initiatives

Competences:

- Ability to produce excellent written reports, easily understood by non-expert audiences
- Fluency in English language – both oral and written
- Demonstrates integrity and ethical standards

Scope of price and schedule of payments

The contract price is a fixed output-based price regardless of the extension of the herein specified duration. The proposer should include all costs of goods and services that will be required in their quotations/financial proposals (i.e professional fees, travel costs, living allowances, taxes etc).

Payment shall be by the lump sum modality in the following 3 instalments;

Deliverables	Payment release
Final inception report	25% of agreed contractual fees upon submission and approval of the inception report.
Acceptable training manual and marketing flyer for briquette as a form of alternative energy to charcoal and firewood.	35% of the agreed contractual fees upon submission and approval of the training manual
Comprehensive consultancy report highlighting how all activities were carried out, the achievements realized including MOUs signed with potential financial institutions, lessons learnt,	40% of the agreed contractual fees upon submission and approval of the comprehensive consultancy report

challenges faced, and recommendations for effective performance	
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