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REQUEST FOR PROPOSAL

Local Governance Mapping in 61 Municipalities

RFP No.: STAR 2

Project: Consolidation of Territorial and Administrative Reform, STAR 2 project

Country: Albania

Issued on: 17 October 2019

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Section 1. Letter of Invitation

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

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

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

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 using the "Accept Invitation" function in e-Tendering system. 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.

Please find the link for all procurement guides and videos:

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

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

Approved by:



Name: Limya Eltayeb

Title: Resident Representative

Date: **October 17, 2019**

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). 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>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 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>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsccl/conduct_english.pdf</p>
	<p>3.1 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 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>

4. Conflict of Interests	<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"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <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"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <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>
B. PREPARATION OF PROPOSALS	
5. General Considerations	<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 in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	<p>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.</p>
7. Language	<p>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.</p>
8. Documents	<p>8.1 The Proposal shall comprise of the following documents:</p>

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

	<p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <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>
14. Joint Venture, Consortium or Association	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>

<p>15. Only One Proposal</p>	<p>15.1 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>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or 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>16. Proposal Validity Period</p>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<p>17. Extension of Proposal Validity Period</p>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<p>18. Clarification of Proposal</p>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall 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>
<p>19. Amendment of Proposals</p>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p>

	19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21. Pre-Bid Conference	21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
C. SUBMISSION AND OPENING OF PROPOSALS	
22. Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS

	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>Email Submission</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. 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>eTendering submission</p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 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. 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. 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: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/
<p>23. Deadline for Submission of Proposals and Late Proposals</p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>24. Withdrawal, Substitution, and Modification of Proposals</p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of</p>

	<p>Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 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 system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25. Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
D. EVALUATION OF PROPOSALS	
26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27. Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28. Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29. Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> 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; They have a good financial standing and have access to adequate financial

	<p>resources to perform the contract and all existing commercial commitments,</p> <ul style="list-style-type: none"> 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; d) They are able to comply fully with UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 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: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;">TP Rating = (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;">FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;">Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
31. Due Diligence	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the</p>

	<p>following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of Proposal	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Repairable Errors and Omissions	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 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>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction

	<p>of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>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.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35. Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41. Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default 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.
42. Bank Guarantee for Advanced Payment	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at

	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&action=default
43. Liquidated Damages	<p>43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.</p>
44. Payment Provisions	<p>44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.</p>
45. Vendor Protest	<p>45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms 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:</p> <p>http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</p>
46. Other Provisions	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15</p> <p>http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

Section 3. Bid Data Sheet

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

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	<p>Will be Conducted</p> <p>Time: Albanian time</p> <p>Date: October 28, 2019 12:00 AM</p> <p>Venue: UNDP premises</p> <p>The UNDP focal point for the arrangement is:</p> <p>Procurement Unit</p> <p>Telephone: +355 4 2276 600</p> <p>E-mail: procurement.al@undp.org</p>
5	10	Proposal Validity Period	90 days
6	14	Bid Security	<p>Required in the amount of 5,000 USD</p> <p>Acceptable Forms of Bid Security</p> <ul style="list-style-type: none"> Bank Guarantee only (See Section 8 for template) <p>Scanned copy must be uploaded in eTendering system and original to be sent by mail within Tender deadline to UNDP Albania address:</p> <p>Str. "Skenderbej", Gurten Center, 2nd floor, Tirana, Albania</p>
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will be imposed as follows:

			Percentage of contract price per day of delay: 0.5% Max. number of days of delay 30, after which UNDP may terminate the contract.
9	40	Performance Security	Not Required
10	18	Currency of Proposal	Local currency for national offers and USD for International offers
11	31	Deadline for submitting requests for clarifications/ questions	7 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Procurement Unit procurement.al@undp.org Address: Rr. "Skenderbej", Gurten Building Tirana, Albania Fax No. :355 (4) 2250 286 E-mail address: procurement.al@undp.org Please specify event ID and ITB clarifications in the subject of your email.
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Posted directly to eTendering
14	23	Deadline for Submission	As indicated in eTendering system. Note eTendering system is in New York time zone. In case of any discrepancies in deadline, the one indicated in eTendering system prevails.
14	22	Allowable Manner of Submitting Proposals	<input type="checkbox"/> Courier/Hand Delivery <input type="checkbox"/> Submission by email <input checked="" type="checkbox"/> e-Tendering only Bids not sent in eTendering system will not be considered
15	22	Proposal Submission Address	https://etendering.partneragencies.org <u>Search for event 0000004665 under ALB10</u>
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> Format: PDF files only File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.

			<ul style="list-style-type: none"> ▪ All files must be free of viruses and not corrupted. ▪ Max. File Size per transmission: 35Mb ▪ Documents which are required in original (such as Bid Security) should be sent to the UNDP address from BDS No. 12 with a PDF copy submitted as part of the electronic submission. Other documents need to be uploaded directly in the system. UNDP reserves the rights to ask for originals during the evaluation. <p>Please name the submitted files following the structure of the solicitation document, and consolidate the files into as few files as possible, using compression tools (zip etc.).</p> <p>Bidders may consider the option to zip multiple files and attach the zip file instead uploading the documents one by one. Please note that You MUST NOT put any price for RFP cases. Your technical and financial proposals must be uploaded in two separate PDF files and financial proposal should be password protected. Please ensure password is kept safe and you can recover (and remember) the passwords when UNDP requests you to submit the passwords. Do not provide the Financial proposal encryption password unless UNDP asks you to do by an email from email address of UNDP Albania.</p> <p>DO NOT DISCLOSE YOUR PRICE IN THE LINE ITEMS. YOU MUST PUT PRICE AS "1" IN THE SYSTEM AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED ABOVE.</p>
17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70%.</p>
18		Expected date for commencement of Contract	November 20, 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>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
22	39	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Professional Services</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</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>
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Section 4. Evaluation Criteria

Preliminary Examination Criteria

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

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

Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	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
Conflict of Interest	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	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
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form

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

Previous Experience	Minimum 7 years track record in provision of technical assistance in the area of local governance.	Form D: Qualification Form
	Minimum 3 contracts of similar value, nature and complexity (in managing large scale research programs aiming at practice-based policy advice and programming inputs (at least 3 experiences/surveys implemented at national level) implemented over the last 10 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD 500,000 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
VAT application	<p>"In case the services provided by your entity will be exempt or out of scope of Albanian VAT, please clearly state the law provisions your organization makes reference to.</p> <p>In case of non for-profit organizations, please note that based on Law 92/2014 dated 24.07.2014 and Decision 953, dated 29.12.2014, there are certain conditions to be met in order for the services provided by the latter to be considered as exempt from VAT. In case your entity will opt for such exemption, please provide us proof that your organization meets all the conditions stipulated in article 2 of Decision 953."</p>	

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	Total	1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
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 (20) - Loose consortium, holding company or one firm (10) - Age/size of the firm (10) - Strength of project management support (10) - Project financing capacity (20) - Project management control (10) - Extend to which any work should be subcontracted (10) 	90
1.3	Relevance of specialized knowledge and experience on similar engagements done in the region/country	70
1.4	Quality assurance procedures and risk mitigation measures	60
1.5	Organizational Commitment to Sustainability (mandatory weight) <ul style="list-style-type: none"> -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points -Organization is a member of the UN Global Compact -5 points -Organization demonstrates significant commitment to sustainability through some other means- 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues 	30
Total Section 1		300

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100

2.3	Details on how the different service elements shall be organized, controlled and delivered	50
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
Total Section 2		400

Section 3. Management Structure and Key Personnel			Points obtainable
3.	Qualifications of key personnel proposed		
3. a	Team leader		100
	- Education and skills; Post Graduate in Management/ Statistics/Economic sciences or any related field	30	
	- Minimum of 7 years of experience in managing projects up to successful completion.	40	
	- Previous experience as team leader for similar assignments	20	
	- Language Qualifications	10	
3. b	LG expert		70
	- Education and skills; Graduate in Local Government Development, Economic sciences, Public Administration, Public Policy or any other related field	30	
	- Specific Experience relevant to the assignment; Minimum of 5 years of experience working with local governments in different projects and initiatives.	20	
	- Working experience in LG assessment/surveys in the public sector would be a great advantage	10	
	- Language Qualifications	10	
3. c	Data entry and analyst experts (as specified in the ToR)		70
	- Education and skills; Post Graduate in Statistics/Economics or related fields.	30	
	- Specific working experience relevant to the assignment; Minimum of 5 years' experience in data analysis and collection.	20	
	- Prior experience with consultancy and data collection and analysis for governmental institutions and/or for LGUs.	20	
3. d	Facilitator /trainer		60

	- Education and skills; Background in, public administration, social sciences or related fields.	20	
	- Proven 3 years' experience in delivering training and facilitating workshops/meetings.	20	
	- Proven experience in public engagement and consultation	20	
Total Section 3			300

Section 5. Terms of Reference

Local Governance Mapping in 61 Municipalities in Albania

I. Local governance and project context

The local government system in Albania is going through series of structural and institutional reforms. These changes began at end of 2013 with the launch of the administrative and territorial reform and led to the reduction/consolidation of the local governments from 373 to 61. Several policy developments of key relevance to strengthening the local government institution and local governance in general have followed suit in the last six years. Among those, of direct relevance are the Decentralization and Local Governance Strategy, the Law on Local Government as well as the Public Administration Reform Strategy.

The Crosscutting Strategy on Decentralization and Local Governance 2015-2020 fits the changed context of local government organization and has the ambition to create an efficient system of local self-government where the latter is empowered and able to provide quality services and manage the territorial development sustainably. The Strategy reiterates the aim for the consolidation of local human resources and their skills: “empowering the local administration [through] the establishment of a non-bureaucratized, professional and transparent public administration ... able to respond to the expectation of the business and the community for public services [and the development of] a special “performance monitoring system” for the LGUs ... to guarantee the accountability of the public administration and ensure efficient delivery of services at the local level”.

In a further articulation of the above strategic objectives, the Law on Local Self Governance introduced several novelties regarding the definition of local government functions, decentralization of new competencies to the local level, the roles and competencies of the elected and executive levels in the new municipal structures, including the administrative units, new requirements on service provision and the necessity to apply service standards, a new concept of determining the level of local finances and obligations for enhancing local democracy and good governance through improved transparency, accountability and participation.

Likewise, the Public Administration Reform states as part of its aims the “development of public administration, which provides high-quality services for citizens and businesses in a transparent, effective, and efficient way...”. The National Strategy for Integration and Development (2015-2020) commits to developing a public administration able “to provide high quality services to citizens and businesses in a transparent, effective and efficient way, through the use of modern technologies and innovative services ... through impartial and professional civil employees as part of efficient structures”. Also, the NSDI commits to substantially advance the administrative and fiscal decentralization agendas for empowering local governments to foster sustainable local development with a high institutional integrity that enjoy public trust, [and] guarantee quality services.

This is the context within which the STAR2 project was developed as a collaborative effort of international partners, under national leadership, to support the implementation of the reforms at the local level and thus assist in the further consolidation of the local governance system.

The predecessor of STAR2, was the STAR project (Support to Territorial and Administrative Reform), consisting in a pooled donor funding (Italy/Italian Cooperation, Sweden/Sida, Switzerland/SDC, UNDP, and US/USAID), co-funded by the Government of Albania, to support the development and implementation of the administrative and territorial reform. The project was implemented by UNDP in accordance with UNDP’s project management framework, under the leadership of the Minister of State for Local Issues (MSLI), during the period November 2013 – July 2016. Through STAR, UNDP offered project management and implementation and helped manage donor contributions for the reform. From the beginning, the project was devised as an instrument for providing, through the MSLI, technical, operational and logistical support to the reform process along the implementation.

Similar to its predecessor, the present STAR2 project constitutes the due process and fund management support to the Ministry of Interior provided by the international community in Albania (European Union, Italy/Italian Cooperation, Sweden/Sida, Switzerland/SDC, UNDP, and US/USAID), with additional co-

financing from the government of Albania. The MSLI is the leading national institution with a direct oversight on policies for local governance reforms.

STAR2 project is providing assistance at two levels:

- at the local level for systematic and inclusive capacity building for all local government administrations, and for organization of public service delivery systems for a more integrated, innovative, transparent, and accountable ways to the benefit of men, women and marginalized, and
- operational and organizational support to the Minister of Interior and ASLG to enable leadership and coordination of this assistance.

The present STAR2 project was developed in continuity of the results of its predecessor STAR as well as in complementarity with the assistance of various partners for strengthening the institutional and administrative capacities at local level. In full account of these considerations, STAR2 project will have a national coverage and benefit all 61 LGUs, with its assistance designed to unfold along three main components:

1. Strengthening institutional and administrative capacities of LGUs
(Including support for the implementation at the local level of the legislation related to the Code of Administrative Procedures and its adoption and adoption of standard operation procedures, local taxes management compliance with High State Audit recommendations, assets management, LGU strategic management.
2. Improving service delivery at LGU level
(Including provision of administrative services through one-stop-shops, reorganization of service provision at the local level, establishment of performance monitoring parameters and targets, physical reorganization of archives.
3. Increasing good governance through citizen oriented and meaningful participatory decision-making.
(Including support for the implementation of the legislation on public consultations, promotion of participative decision-making practices, development of transparency and accountability systems such as definition and regular on-line publication of municipal information, support for the development and adoption of public review or scrutiny mechanisms, support for the establishment and functioning of community structure, etc.)

As part of assessment and monitoring instruments designed within the STAR2 project, a local governance mapping is a particular exercise planned to be undertaken at the beginning and at the end of the project implementation. While the initial mapping conducted in early 2017 preceded and informed subsequent project activities, the final mapping will serve to provide a measurement of change in the local governance environment as well as identify any attributable STAR2 project effects on local governance.

The second round of LG mapping corresponds to the end of the first full mandate of merged municipalities after TAR, marked also by dynamic developments opportunities and challenges: within the four-year time-frame, each municipality has had the possibility to acquaint itself with the larger, differently configured territories, changed constituencies, increased number of functions, and financial constraints. From the outset, TAR was intended as the foundations for furthering the process of administrative and fiscal decentralization, along with offering public services with higher efficiency, and reaping the benefits of the economies of scale.

In this perspective, this round of LG mapping will serve the purpose of evidencing the impact of TAR and the following related developments and measures at local level while confirming LG priorities and needs towards furthering the decentralization agenda.

II. Rationale for the local governance mapping

(Local) Governance is a combination of capacity, accountability and responsiveness. One of UNDP's definitions of governance describes it as "the processes by which public policy decisions are made and implemented ... the result of interactions, relationships and networks between the different sectors

(government, public sector, private sector and civil society) and involves decisions, negotiation, and different power relations between stakeholders to determine who gets what, when and how ... Governance is therefore much more than government or 'good government' and shapes the way a service or set of services are planned, managed and regulated within a set of political social and economic systems".²



That is to say that local government response cannot be sufficiently comprehensive and responsive if it resorts only to symptomatic and top-down solutions and measures like increased organizational capacities, internal control, etc., without addressing additional core matters of inter-relationship between state and the citizens and taking into account local knowledge, expectations and perspectives. But on the other hand, if local government is not accountable to its citizens or not responsive to their needs, people will lose trust in the processes that regulate interaction with their local

government.

Assessments of local governance are undertaken for multiple purposes and reasons:

- Governance becomes measurable and thus discussible at local and national level
- Potential gaps and constraints in local policy making and implementation are identified
- Capacity building needs amongst all stakeholders can be detected and if addressed properly can strengthen local governance
- The ability to prioritize, plan and budget and monitor for related capacity building activities will be strengthened
- It will be possible to provide evidence-based policy advice to local and central government.
- It will enable improvements in engaging civil society and private sector in local governance
- It will help formulate change plans and solicit resources or peer assistance for improving specific aspects of local governance
- It could provide an objective account of achievements of local elected leaders (especially at times of re-elections), and thus building accountability.

UNDP's research on the possible areas of focus for a local governance assessment identifies four broad ones: decentralization processes, local governance, local democracy and local government performance.

1. Decentralization processes: different kinds of decentralisation processes and the varying degrees of devolution, de-concentration and delegation that are related to those processes (indicators for measuring fiscal and administrative decentralization, political decentralization and those focused on the enabling environment for decentralisation (institutions, actors, laws and policies)).
2. Local governance: aiming to capture the principal dimensions and determinants of governance at the local level, such as the local political system (elections, human rights, rule of law, civil society, freedom of information), institutional issues (corruption, public administration, financial management, public procurement, etc.); social and cross-cutting issues (the policy process, the budget process, revenue mobilization, service delivery, gender, environmental sustainability etc.) and the business/trade environment.
3. Local democracy: regarding the institutions of local government, such as mayors, councils, committees, and administrative services; and the organizations and activities of civil society, therefore the representative and participatory democracy; with attention on the formal mechanisms that are in place for enabling transparent, representative and accountable government, and the experiences and perceptions of citizens on these issues.
4. Local government performance: usually referring to outputs or results achieved by local governments in service delivery, income and expenditure; how well a municipality performs when delivering goods and services to the public.

² UNDP, A Users' Guide to Measuring Local Governance, UNDP 2009

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/local_governance/a-users-guide-to-measuring-local-governance-.html

III. Scope of Services

Within the wider framework of the STAR2 project (running until December 2019), which main objective is “to ensure functionality of TAR, so that local administrative and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities”, the scope of the services to be provided by the Service Provider is to implement the second round of Local Governance Mapping exercise in all 61 LGUs based on the standardized methodology used during the first round of this exercise.

The focus of the local governance assessment will be on the combination of two areas: local governance and local democracy (see above), responding to the project purpose and its implementation requirements.

The full package of the methodology and related assessment tools is provided in the Annex 1 of the RFP.

The assessment methodology to be used is based on two of the several applicable local governance assessment approaches, Local Governance Barometer (LGB) and Citizen Report Cards (CRC), which are described in UNDP’s Guide for Measuring Local Governance (Ref. pages 60-65 and 101-106; of the Annex 2) and share the following common features of convenience to the STAR2 project objectives:

- Not expensive,
- Implementable within a relatively short time
- Providing both a diagnostic for policy making and a civic engagement capacity building
- Based on objective and subjective sources
- Data can be gender and socially disaggregated

IV. Specific activities to be carried out by the Service Provider

1. Identify and train the full team that will carry out the assessment and develop a detailed work programme. The detailed work plan should include the ‘communication of results’ phase. (Please, note that an advanced work programme will be part of the proposal and a basis for the evaluation of the potential candidates)
2. In close collaboration with STAR2 team, promote and facilitate coordination of different local stakeholders to be involved in the process. The Service Provider should seek the broadest possible local support of the assessment. During this phase, every effort should be made to widely publicize the forthcoming assessment in order to avoid any future misunderstanding with regard to its purpose.
3. Fieldwork - data collection. It is essential the data collection teams are fully briefed about and committed to the underlying normative assumptions of the local governance assessment. They should also be preferentially selected on the basis of their knowledge of the local area and ability to communicate with different communities.
4. Analytical phase: Data processing and analysis. Data analysis is the process of summarizing data and interpreting the findings leading to conclusions and recommendations. The analytical phase also includes discussions of the findings/conclusions with UNDP and STAR2 project staff.
5. Dissemination of results: Right from the start of the initiative, there is need to develop a clear strategy for communicating the results, rather than leaving the design of such a strategy until after the results are available. This strategy should be innovative, identifying and prioritising the ‘multiple entry points’ by which the results can impact on opinion shapers and policy-makers – the plurality of local political organisations, social groups and civil society organizations etc.
6. A consolidated feedback to STAR2 project for action. The Service Provider will contribute at identifying capacity gaps for being addressed by municipalities themselves, Ministry of Interior, Agency for Support to Local Governance as well as by other stakeholders, including local governments themselves.

In terms of indicative figures, it has to be taken into consideration that the scope of LG mapping includes the 61 municipalities and all their administrative units. On this basis, the assumption and requirement is that the Service Provider commits to conduct an average of at least 200 interviews per municipality. In addition, the Service Provider is required to organize at least 61 community dialogue / focus group sessions. To this adds the requirement is to ensure the communication of results at local and national level.

V. Expected deliverables

1. Database of results combining scores from desk research, CRCs, community dialogues and focus group discussions, including results for each dimension and aggregated results for each municipality.
2. A brief comparative analysis for each of 61 municipalities based on the results of the two rounds of LG Mapping.
3. A consolidated national report describing the approach, process, stakeholders, local level meetings, difficulties, level of accuracy of data and information obtained, lessons learned, and other elements to be taken into consideration with regard to the municipal survey content and findings. The national report combines the results of CRCs and frontline service provider surveys, including illustrations (maps, photographs, etc.) describing quantitatively and qualitatively the status of local governance, its gaps, potentials and issues requiring addressing in the short and medium term. This report will also include the final versions of the questionnaires, score cards and other instruments used during the exercise as well as a clean dataset of responses received and used for the analytical assessment.

Deliverables should be submitted in both Albanian and English languages. Submission should be provided in an editable electronic format in Microsoft Word, while datasets will be provided in Microsoft Excel. For any deviation from these requirements the Service Provider should consult with UNDP sufficiently in advance of the delivery timeline.

VI. Institutional arrangements

The Service Provider will work under the close supervision and coordination of the Project Management Team (PMT). The Service Provider will receive instructions and comply with requirements issued by PMT and UNDP.

In terms of support, the PMT is expected to facilitate when and where possible the Service Provider's field work and its relations with various local government authorities. The PMT and UNDP will provide support whenever possible in matters related to approach and content, with a possibility of engaging also a short international expertise to help smoothing the process, interpreting, integrating and consolidating results and conclusions as well as in defining the further steps in making a better use of the findings.

VII. Duration of the assignment

The assignment is to be carried out within a period of maximum four calendar months, at the end of which the Service Provider having submitted the required written deliverables. The Service Provider's engagement and the overall consolidated findings will be presented by STAR2 project in a final Local Governance Forum, organized by STAR2 and Ministry of Interior/ASLG.

The indicative time-frame of the sequence is shown below:

Activity	Time ³
Identify and train the full team that will carry out the assessment and develop a detailed work programme	Days 1 - 15
Promote and facilitate coordination of different local stakeholders to be involved in the process	Days 16 - 20
Fieldwork - data collection/surveys	Days 21 - 55

³ NOTE: These are working days numbered from the beginning of the assignment, not sequential time intervals, therefore some of the activities are assumed to overlap

Data analysis, summarizing and interpreting the findings leading to conclusions and recommendations (including finalization of most reports (90%))	Days 56 – 70
Compilation of the Consolidated national report and organisation of the communication of results event.	Days 71 – 80

VIII. Qualifications of the successful Service Provider

The Service Provider should have proven experience in conducting similar type of research in different regions of Albania. The Service Provider should also have sufficient management and organizational capacity to handle the complexity of this exercise and be able to mobilize the right calibre of personnel to implement the assessment successfully and within the given time frame. The Service Provider is expected to engage basically two distinct teams, one for the development of the detailed exercise, in terms of elaboration and interpretation of the results and the analysis of the data collected, and one for the field work/data collection/surveys.

With a major attention on the first team, the exercise calls for a Service Provider's team which combines several different skills and disciplines. The "Resource plan" section of the offer should fully explain the resources that the Service Provider is planning to use in terms of both personnel (professional profile and duration of the assignment) and other resources (kind of resources and indicative quantity) necessary for the performance of the requirements. The Service Provider is required to include in its proposal the CVs of the proposed key experts deemed necessary for the proper implementation of the required activities. The Service Provider shall ensure that experts are adequately supported and equipped. The Service Provider shall take all reasonable measures necessary to ensure that the personnel deployed under this TOR shall respect local customs and conform to the highest standards of moral and ethical conduct.

The Consultancy shall ensure appropriate backstopping support. Backstopping costs are considered to be included in the fee rates.

The Service Provider should also demonstrate:

- A proven 7 years track record in provision of technical assistance in the area of local governance
- Broad understanding of the assessment methodologies and tools for local governance
- Experience with scorecards assessments as well as focus group discussion facilitation
- Proven track record in partnership building, social mobilization, training and advocacy
- Proven track record in quantitative and/or qualitative data analysis
- Previous experience in managing large scale research programs aiming at practice-based policy advice and programming inputs (at least 3 experiences/surveys implemented at national level)
- Experience in capacity development and facilitating positive transformational change
- Prior experience in drafting/ editing publications in the form of reports or strategies for an international audience in English
- Experience in working with UNDP or another international agency (preferable)

The following skill sets are required for experts to satisfactorily and timely deliver the expected outputs:

Position	Education and key qualifications	Experience
<p>Team Leader</p> <p>Responsible for the overall coordination of the assignment.</p> <p>She/he is expected to give direction to other team members toward the</p>	<p>Post Graduate in Management/ Statistics/Economic sciences or any related field</p> <p>Excellent managerial and coordination skills</p> <p>Excellent analytical skills</p> <p>Excellent written and spoken English skills.</p>	<p>Minimum of 7 years of experience in managing projects up to successful completion.</p> <p>Proven experience in managing/ coordinating projects in the area of public administration, governance, local development etc.</p>

achievement of the tasks envisaged in the assignment.		Working experience in LG assessment /surveys in the public sector would be a great advantage.
Expert on LG	Graduate in Local Government Development, Economic sciences, Public Administration, Public Policy or any other related field or relevant work experience of at least 5 years.	Minimum of 5 years of experience working with local governments in different projects and initiatives. Working experience in LG assessment/surveys in the public sector would be a great advantage
Data Scientists/Analysts	Post Graduate in Statistics/Economics or related fields.	Minimum of 5 years' experience in data analysis and collection. Prior experience with consultancy and data collection and analysis for governmental institutions and/or for LGUs is an advantage. Working experience in organizational performance assessment would be a great advantage
Facilitator /trainer Support with expertise in facilitating workshops/trainings	Background in, public administration, social sciences or related fields. Proven experience in public engagement and consultation	Proven 3 years' experience in delivering training and facilitating workshops/meetings. Experience with training local government institutions is a significant advantage.

IX. Price and schedule of payments

Based on the technical and financial evaluation criteria specified below in this RfP, UNDP will select a single Service Provider to carry out the work at national level.

UNDP shall affect payments to the Service Provider after acceptance by UNDP of the deliverables (with a prior clearance from the PMT, submission of the corresponding invoices submitted by the Service Provider, and in accordance with the following schedule of payments corresponding to the achievement of the indicated milestones and deliverables

Schedule of Payments

Activities/ Deliverables	Percentage of total contract amount
<u>Preparatory activities</u> <ul style="list-style-type: none"> Finalization and approval of a detailed field plan Completion of training of field teams 	20%
<u>Field work and field related deliverables</u> <ul style="list-style-type: none"> Completion of field work – documented data collection/ surveys/ focus group discussions 	60%

▪ Submission of clean datasets of field work inputs	
<u>Dissemination of results and consolidation of findings</u> <u>Compilation of the Consolidated national report and</u> <u>communication of results.</u>	20%

X. Recommended presentation of the Proposal

The applying Service Provider is invited to submit a technical and financial proposal including the following key elements:

1. Profile of service provider (institution/organization)
2. Relevant experience (description of similar projects undertaken - either completed or ongoing)
3. Technical proposal including:
 - a. Proposed implementation approach, including a discussion on potential challenges or risks foreseen in the implementation of the project, and how these would be addressed/mitigated
 - b. Proposed staffing plan, including proposed team composition
 - c. Proposed workplan indicating activities, milestones or outputs (highlighting particularly how the staffing plan proposed above will lead to completion of activities within the three-month period)
 - d. Summary CVs of key staff/Service Providers to be engaged in the project
4. Financial proposal including:
 - a. Broad (summarized) costs for key activities and outputs of the exercise - surveys, community consultations, data entry and analysis, report preparation, etc.
 - b. Detailed breakdown of costs including professional fee, travel costs, consultation/meeting costs, reporting costs, etc.

XI. Recommended presentation of the Proposal

The best offer will be selected on the basis of the combined scoring method, wherein a combination of technical and financial scores assigned to each bidder is used to determine the final score. The detailed technical proposal evaluation form is included within the Data Sheet in the RFP document. The following method will be adopted for calculating the scores:

Rating the Technical Proposal (TP):

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

Rating the Financial Proposal (FP):

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

Total Combined Score:

(TP Rating) x (Weight of TP, i.e. 70%) + (FP Rating) x (Weight of FP, i.e., 30%)
= Total Combined and Final Rating of the Proposal

Full Package of LG Mapping Methodology and Assessment Tools

The mapping approach will be the application of a combination of two tested methodologies: The Local Governance Barometer (LGB) and a combination of Citizen Report Cards (CRC) and Community Score Cards (CSC).

The LGB is suitable in countries characterized by a limited availability of reliable administrative and statistical data available about the service delivery process and quality of governance. The LGB should include a set of localized governance indicators that are used by various stakeholder groups to “score” performance on governance measures at the local level. The exercise emphasizes awareness raising and constructive dialogue around governance and presents an overview of governance strength and weaknesses.

The CRC and CSC will seek to provide citizen feedback on the quality of service providers and strengthening the capacity of service users to engage in a constructive dialogue with service providers and administrators about the quality of service delivery.

For a quick reference on these tools, one can consult the following, not exhaustive links:

<http://pacindia.org/2016/06/20/citizen-report-card-toolkit/>

<http://www.citizenreportcard.com/>

<http://www.gaportal.org/resources/detail/measuring-and-strengthening-local-governance-capacity-the-local-governance-barometer>

Considering this is the second round of the LG mapping in Albania, it aims at comparing the status of LG after three years, therefore the mapping approach and methodology will be replicated with some minor adaptations which allow for a comparative analysis based on same dimensions and criteria enabling also tracking of the change due to STAR 2 activities.

The CRC and CSC will continue to be the main survey instruments to assess four local government dimensions considering both citizens and government perspective.

In line with the emphasis on driving participation in local governance, the mapping exercise will focus more on the “interactive” dimensions of governance, i.e., on those indicators that describe and analyze the interaction between stakeholders, related to accountability, transparency and participation, and less on indicators that describe and analyze the internal functioning of government (such as financial management, administrative checks and balances, for instance).

Therefore, the methodology address both the supply and demand side of governance and service delivery; supply side: government's ability and willingness to adhere to principles of democratic governance, and demand side: citizens' and civil society's ability to hold government to account and to play a constructive role in the governance process

Within each of the tools to be reviewed for mapping governance, questions are constructed in a way to capture local governance dynamics, rather than a subjective interpretation of the issue. For example, community respondents should not be asked to give direct opinions on governance issues (i.e. “Do you think your township administration is transparent?”), but respond to several questions about whether and in what way they are informed by the municipal administration about new projects, new regulations, decisions, etc.

Within the proposed initiative, the focus will be given to the following four dimensions: (i) Efficiency, responsiveness and quality of service delivery; (ii) Openness and transparency in decision-making and adherence to the principles of rule of law; (iii) Accountability of various stakeholders; and (iv) Active participation in planning and decision-making processes.

In all cases, equity in access to resources, opportunities and decision-making processes for all citizens, regardless of their age, sex, social category, or other affiliation is an important consideration. Gender as well as vulnerable social groups perspectives are critical for the quality of the exercise. Sex and socially

disaggregated data and conclusions as well as consultations with relevant special gender and vulnerable category groups and organizations are a MUST for the exercise to guarantee its inclusiveness and meaningfulness.

The exercise will present a combination of quantitative and qualitative data collection and surveys, mixed with focus group discussions and individual interviews. Citizens' feedback, community scorecards and self-assessment of governance performance will be the composing parts of the exercise.

The methodology will involve both government and non-government actors at all three levels - the village/town (households), the Administrative Unit and municipal level - for data collection and analysis. At each level, the researchers will interview individuals/stakeholder groups.

A representative sample of citizens, averaging 200 per municipality divided within the latter Administrative Units, will be interviewed for the Citizens' Report Card. The sample should be representative of both urban and rural parts of the municipality. Also, the exercise will have to extrapolate trends at municipal level, therefore, the sampling should take into account and search for differences that may exist not only between urban and rural areas, but also between remote and accessible ones, relatively rich and poor areas as well as exercise a balance to reflect the population size, demographics and density.

The questionnaires will focus on the perception/ satisfaction of citizens on the basic services provided by the local government (such as water, health and education) and on core elements of good local governance like participation, equity, accountability, etc. In addition to the citizens/service users, Frontline Service Providers (FSP) and the administrative unit staff and Administrators will be also interviewed, focusing on the service delivery process and their interaction with service users. These interviews are not intended to replace more technical sector assessments, which lie beyond the capacity or scope of the mapping exercise. Instead, they provide a means of addressing issues of public service delivery and local governance in a way that is tangible for respondents and address the quality of service delivery through good governance lenses.

Semi- structured interviews will be organized with key local government staff and CSO representatives and available secondary information/statistics on local government, policy documents and municipality profiles will be analyzed.

A slide adaption of the assessment tools consisting in a limited set of added questions framed in such a way to capture changes due to STAR 2 activities on local governance dynamics. The set of questions will be part of the both instruments, CRC and CSC. A scoring scale will be developed for each question/indicator. The added questions will not influence the measurement of the dimensions and the scoring formula used in the previous exercise.

Some considerations during the application of local governance mapping

- Map key stakeholders and identify their needs, preferences and interests in local governance assessment.
- Ensure focus, while facilitating incorporation of a holistic concept of governance (i.e. not only formal structures and services, but also on processes and relationships).
- Ensure that there is a focus on the needs of the poor, women, children and other disadvantaged groups. Use all opportunities (and create new ones) for integrating pro-poor and gender sensitive measures – without which the assessment will not serve as a basis for equitable local development
- Make your methodology as transparent as possible.
- Identify data requirements in advance and address data problems before they take place by investing in capacity development or by adjusting indicators.
- There will never be enough time, money and people so be cost-efficient and adjust ambitions to the capacities available.
- Weight pros and cons of different approaches to assessment regarding implementation arrangements (external, peer review, self-assessment) and decide which one is best suited.
- Never underestimate the need for customization and localization. When dealing with local governance, one need to be aware that there is not one reality. We are dealing with different stakeholders with different perspectives and therefore different expectations. These expectations

are often not explicit and sometimes not realistic. This is why an assessment process is usually a capacity building process at the same time and a start of a dialogue process. This is why it is extremely important to make the assessment as inclusive as possible.

- Secure common understanding and sound consensus on the purpose of the assessment. Make the assessment purpose – oriented.
- Identify 'champions' who create enthusiasm and commitment for the assessment. The champion is the engine behind the whole exercise, and s/he has to be able to work with all different actors and keep them committed to the original purpose of the assessment.
- Pay sufficient attention to targeting political leaders to ensure the political will and support for the success of an assessment.
- Be as inclusive as possible by including all relevant organizations and individuals – even those that might not be the usual partners in governance assessments (e.g. youth organizations, the media).
- Ensure that incentives to stakeholders are positive, transparent and strong enough to mobilize engagement.
- It should be clear that governance assessment is not the same as performance measurement although it is related. Making it part of a local government performance management system could undermine the purpose of the whole exercise to detect deviances and gaps in governance

In translating assessment results into recommendations for improvements in local governance, one has to take into account the following:

- Identify the most urgent priorities for making improvements in local governance and craft recommendations that can help address these most urgent issues from an immediate, medium-term and long-term perspective.
- Isolate those aspects of local governance which municipal authorities and administrators can address on their own and those that require the involvement of other stakeholders (such as national level).
- Build on the strengths that are identified in the assessment and do not focus only on the shortcomings that the evaluation has brought to the surface or highlighted.
- Separate out problems that require major institutional change, those that involve personalities or individuals, and those that can be addressed through policy change.
- Develop an approach to making recommendations that links systemic problems with an integrated effort to improve them over time. That is, rather than developing a simple list of things that could be done to improve local level governance, participants are asked to think through a strategy that first addresses why the problems have occurred and then comes up with a series of steps involving political leaders, civic actors and citizens.
- Sketch out a way in which these steps can unfold over a defined period of time and identify methods for monitoring progress on improving democracy.

Section 6: Returnable Bidding Forms / Checklist

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:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input checked="" type="checkbox"/>
▪ Form B: Bidder Information Form	<input checked="" type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input checked="" type="checkbox"/>
▪ Form D: Qualification Form	<input checked="" type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input checked="" type="checkbox"/>
▪ Form H: Proposal Security Form	<input checked="" type="checkbox"/>
▪ [Add other forms as necessary]	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal

(Must be submitted in a password protected)

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

Form A: Technical Proposal Submission Form

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

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

Form C: Joint Venture/Consortium/Association Information Form

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

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

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

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

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

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the 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: Qualification Form

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

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

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			
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☐ 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.
- 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]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i> ■ Name of institution: [Insert] ■ Date of certification: [Insert]
Employment Record/ Experience	<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 and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
References	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert] Reference 2: [Insert]

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

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	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)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

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				
Subtotal Professional Fees:				

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)				
Subtotal Other Costs:				

Table 4: Breakdown of Price per Deliverable/Activity

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

Form H: Form of Proposal Security

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

To: UNDP

[Insert contact information as provided in Data Sheet]

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

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

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

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

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

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

SIGNATURE AND SEAL OF THE GUARANTOR BANK

Signature: _____

Name: _____

Title: _____

Date: _____

Name of Bank _____

Address _____

[Stamp with official stamp of the Bank]