



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

TO INTERESTED VENDORS/COMPANIES	Date: 27 January 2020
	REFERENCE: UNDP-BMS-PSU-RFP-2020-003

Dear Sir / Madam:

We kindly request you to submit your **Proposal for Services to conduct a review of the UNDP Procurement Function.**

Please be guided by the form attached hereto as Annex 3, in preparing your Proposal.

Proposals must be submitted on or before the deadline indicated by UNDP in the eTendering system. Bids must be submitted in the online eTendering system in the following link: <https://etendering.partneragencies.org> using your username and password. If you have not registered in the system before, you can register now by logging in using the below credentials and follow the registration steps as specified in the system user guide.

Username: event.guest

Password: why2change

Your Proposal must be expressed in **English** language and valid for a minimum period of **90 days**.

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

The Technical Proposal and Financial Proposal files **MUST BE COMPLETELY SEPARATE** and sent separately and clearly marked as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL," as appropriate. Each document shall include the Proposer's name and address.

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

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

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

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

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

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <https://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html>

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

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

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ali Tashim Jumah
Chief, Central Procurement Unit, New York

Annex 1
Description of Requirements

Context of the Requirement	Services to conduct a review of the UNDP Procurement Function
Implementing Partner of UNDP	Not applicable
Brief Description of the Required Services	UNDP requires consultancy services to undertake a comprehensive review of the procurement function, to provide recommendations on an optimal organisational arrangement, elements of a procurement strategy, with a detailed implementation plan. More details are available in the Terms of Reference (TOR) in Annex 2.
List and Description of Expected Outputs to be Delivered	As detailed in the Terms of Reference in Annex 2.
Person to Supervise the Work/Performance of the Service Provider	<ol style="list-style-type: none"> 1. <i>Director Bureau for Management Services</i> 2. <i>Officer-in-Charge, Procurement</i>
Frequency of Reporting	<i>Bi-weekly based on planning of assignment</i>
Progress Reporting Requirements	As per the Terms of Reference in Annex 2.
Location of work	<input checked="" type="checkbox"/> At Contractor's Location and UNDP HQ office <input checked="" type="checkbox"/> Exact Address/es UNDP HQ, 1 UN Plaza, NY 10017, NY
Expected duration of work	3 months from date of signature.
Target start date	15 March 2020
Latest completion date	June 2020
Travels Expected	To UNDP HQ in New York. Please refer to TOR in Annex 2.
Special Security Requirements	Not applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> New York Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro

Value Added Tax on Price Proposal	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
Payment Terms ¹	Refer to the terms of Reference (Annex 2)
Person(s) to review/inspect/ approve outputs/completed services and authorize the Disbursement of payment	<i>Officer-in-Charge, Procurement</i>
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Expertise of the Firm (Form 1): 15% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan (Form 2): 25% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel (Form 3): 30% <u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal's offer (Form 4) to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP

¹ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Contract General Terms and Conditions ²	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimi contracts (services only, less than \$50,000) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP ³	<input checked="" type="checkbox"/> Detailed TOR in Annex 2 <input checked="" type="checkbox"/> Form for Submission of Proposal in Annex 3
Contact Person for Inquiries (Written inquiries only) ⁴	Ferouze Abdi Mohamed Central Procurement Unit (CPU), New York cpu.bids@undp.org
Other Information [pls. specify]	Requests for clarifications shall be submitted to UNDP by email to cpu.bids@undp.org until one week before submission deadline. Answers to clarifications will be uploaded to the Procurement Notices Website and on the e-tendering platform. Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
eTendering submission	Electronic submission through eTendering shall be governed as follows: <ul style="list-style-type: none"> - Electronic files that form part of the proposal must be in PDF format; - The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. - 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. - 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: eTendering guide

² Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

³ Where the information is available in the web, a URL for the information may simply be provided.

⁴ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

TECHNICAL EVALUATION CRITERIA**Summary**

Mandatory requirements		PASS/FAIL
1.	Minimum of 2 contracts of similar value, nature and complexity implemented over the last 5 years.	
3.	Completeness of Proposal without material deficiencies in submission documents	
4.	Acceptance of UNDP General Terms and Conditions	

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of the Firm/Service Provider	15
2.	Approach Methodology, Its Appropriateness to the Requirements and Timeliness of Execution	25
3.	Qualification of Key Personnel and skill sets	30
	Total	70

Technical Proposal Evaluation Form 1		Points Obtainable
Expertise of the Firm/Organizations		
	<ul style="list-style-type: none"> - Experience in contracts of similar value, nature and complexity implemented over the last 5 years (10 points). - Proven ability of the firm to deliver successfully with relevant client reference (5 points). 	
Total 1		15

Technical Proposal Evaluation Form 2		Points Obtainable
Methodology, Its Appropriateness to the Condition and Timeliness of the implementation Plan		
	<ul style="list-style-type: none"> - Understanding of the requirements in respect to the important aspects and completeness of the envisaged task (10 points). - Approach and methodology for meeting or exceeding the requirements in the Terms of Reference and how it will deliver the outputs (10 points). - Time plan and reporting (5 points). 	
Total 2		25

Technical Proposal Evaluation Form 3		Points Obtainable
Management Structure and Qualification of Key Personnel		
3.1	Team Member(s)	
	<p>Team Lead (Procurement Expert) (15 points)</p> <ul style="list-style-type: none"> - At least Master's degree or equivalent in procurement, supply chain management, development economics, development studies, political science, international relations, public administration and planning, or other related field. - Experience with procurement processes and structures in public sector or international organisations, implementation of procurement strategy frameworks including Portfolio-Management and Principle-based Procurement. - Previous involvement in management and organizational review related to procurement services; - Understanding of end-to-end procurement processes across global organizations, including procure-to-pay, use of Framework or Long-Term Agreements (LTAs). - Knowledge of procurement systems, digital platforms and best practices in implementation of enabling technologies, including eProcurement. <p>Other specialist(s) skill sets to complement the Team Leader (15 points), limited to 3 CVs, covering among others:</p> <ul style="list-style-type: none"> - Data analytics and visualization skills, - Procurement ICT tools (ERP, e-sourcing etc) - Other procurement knowledge and aspects as necessary <p>NB: Some of the skill sets required from the Team Lead may be augmented by the other specialists. UNDP requires the skill sets above to be covered by the proposed team.</p>	
	Total 3	30

ANNEX 2



Terms of Reference

UNDP Procurement Function Review

January 2020

1. Background

As part of a larger organizational change efforts of the United Nations Development Programme (UNDP), the Bureau for Management Services (BMS) launched a review of its key functions in 2018 with the objective of ensuring that corporate strategies, policies, tools and systems across key cross-cutting management areas are well integrated and fit for purpose. In this context, UNDP will further undertake a Procurement Review to ensure that UNDP's procurement function is optimally structured and resourced to deliver best value to UNDP development partners and aligned with the UN Reform Agenda.

UNDP procurement activities are conducted in a decentralized manner whereby each Country Office or Business Unit meets their procurement requirements by managing specific procurement activities under independent delegated authority. The corporate procurement function is currently managed through the Procurement Services Unit (PSU) and the Procurement Oversight Unit (POU):

- The Procurement Services Unit (PSU) is responsible for managing the procurement function with the primary mandate to cover development and updating of procurement policy, providing procurement advisory and operational support to country offices, centralized specialized procurement services, professionalization of the procurement function and managing the vendor sanction regime. Its objectives are to support programme delivery in line with UNDP's Strategic Plan, ensure that the procurement policy reflect best practices in public procurement, introduce and update procurement-related instruments, client feedback tracking and management, and to ensure that procurement in UNDP is conducted in accordance with rules, regulations, and the accountability framework, all with a view to ensure appropriate risk management for UNDP.
- Procurement Oversight Unit (POU) is responsible for managing the procurement oversight function. The key role/function of the POU (through the Advisory Committee on Procurement (ACP) and 5 Regional ACPs) in accordance with the financial rules and regulations is to review and render advice to the Chief Procurement Officer (CPO) or Regional CPOs on procurement actions above the Delegated Procurement Authority (DPA) of COs and BUs to ensure that procurement complies with UNDP and UN policies and procedures as well as, considering best practices and risk mitigation measures. Other functions include development and updating corporate procurement oversight policy and procedures, providing inputs to procurement policies based on lessons learnt and trends from oversight review, building the procurement oversight capacity of BUs and managing the granting of Increased DPA to COs and BUs.

UNDP requires consultancy services to undertake a comprehensive review of the procurement function, to provide recommendations on an optimal organisational arrangement, elements of a procurement strategy, with a detailed implementation plan. While the recommendations should take into account current available data and previous management reviews of BMS, it should be anchored to global and current best practices and where necessary strengthen through new data analysis.

2. Objective

The overall objective of the consultancy is to seek transformational change to the UNDP procurement function and subsequent delivery of procurement services to UNDP and its partners.

The recommendations will be based on a comprehensive review of the procurement function bearing in mind the UN Reform Agenda and the UNDP goal of providing best value procurement services to internal and external clients through a robust operational platform. The procurement function should be analyzed from a strategic perspective, recognizing procurement as an important management function with a focus on delivering professional, timely and cost-effective procurement services to internal and external clients in a risk informed and adaptable manner. The review will be forward-looking, research-based and data driven, firmly establishing a future state of procurement with clear recommendations on the alignment of UNDP procurement policy, operational support and oversight functions.

On this background the review will be underpinned by:

- (a) A vision of UNDP as the operational backbone for the UN system, and BMS as a critical actor for achievement of the Strategic Plan 2018-2021;
- (b) Designing and building on the roadmap for UNDP's procurement digitalization journey, looking to digital solutions to provide a step-change in UNDPs procurement abilities;
- (c) Recognition of the organization's decision to promote clustering of services at the UNDP's Global Shared Service Centre (GSSC) in Kuala Lumpur (Malaysia) and Copenhagen (Denmark), supported by the Regional Hubs, based on efficiency, effectiveness and cost reduction principles and practice;
- (d) Alignment, where possible, with the Finance and Human Resources function and structure in the differentiation between HQ corporate and transactional functions, while ensuring any specifics that relate to the procurement function;
- (e) Review the relation between the different corporate procurement units (PSU and POU) and whether the current separation of functions is required.

3. Approach & Outputs

The scope and methodology of the review will include the establishment of a brief benchmark of previous reviews and recommendations, the conducting of a robust set of quantitative data analysis and qualitative consultations, and the modeling of a holistic procurement function framework.

The main tasks will include:

Stage 1: Reference recommendations and findings:

- Establish a benchmark of recommendations and findings of previous reviews including the on-going BMS Review, 2018 McKinsey Review, the 2019 GSSU Clustering Business Case and the draft Procurement Strategy 2018-21;
- Analyze new data and metrics on spend volume, transaction volume and, oversight data;
- Integrate the above results into a proposed redesign of UNDP's global procurement function, including the reshaping of UNDP's procurement capacities and organisational arrangements, to ensure operational efficiencies and industry best practices.

Stage 2: Consultations:

Conduct consultations with the following stakeholders:

- Procurement functional teams including:
 - Oversight (Advisory Committee on Procurement ACP and Regional Oversight (Regional Advisory Committee on Procurement RACP);
 - Regional Procurement Specialists (Regional Hub-based Procurement Advisors);
 - Policy & Systems (Atlas 9.2 upgrade, eTendering, eCommerce etc.); Data Management and Business Analytics; Vender Review Committee (VRC);
 - Specialized Procurement teams, (Global Procurement Hub – Malaysia); Specialized Procurement Teams - Copenhagen (Elections, Health, Sustainable Energy & Crisis); and Central Procurement Unit (CPU) – New York
 - Procurement Training Unit - Copenhagen.
- Other internal BMS stakeholders including:
 - Office of Finance and Resource Mobilization;
 - Legal Office;
 - Global Shared Service Centre (GSSU) both in CPH and KL;
 - Office of Information and Management Technology (OIMT).
- Other UNDP (external to BMS) stakeholders including:
 - Regional Bureau counterparts;
 - Central Bureau counterparts;
 - Other relevant HQ Units e.g. Office of Audit and Investigations.

Stage 3: Re-design & Implementation Plan:

- Working closely with the BMS Director (also the CPO), to prepare options or scenarios for re-calibration of the existing support and oversight structures and upon final agreement, prepare an implementation plan in alignment with the overall BMS implementation plan 2020 onwards:

- Deliver options or scenarios for re-calibration of the existing services, capacities and oversight structures, including clear scope and mandate of individual components;
- Deliver clear recommendations on enabling technology as part of a procurement digitalization roadmap with corresponding budget;
- Overview of budget and resources required to deliver the re-calibrated procurement function and structure;
- Elements of a new procurement strategy (building on the draft).

3.1. Overview of deliverables

Outputs		Est. Time frame	Lead and supporting team
1.	Inception plan with clear outline of review methodology	1 week	BMS Directorate (CPO).
2.	Baseline review of recommendations and findings of previous and on-going BMS reviews. Initiate systematic consultations with POU/PSO teams	1 week	Inputs from PSU/POU Management.
3.	Analyze new data and metrics on spend volume, transaction volume and, oversight data	2 weeks	Spend and Oversight Data from PSU/POU Management.
4.	Conduct systematic consultations with all internal BMS stakeholders, and external Bureau counterparts on the procurement functions	2 weeks	Inputs from internal BMS stakeholders, Bureau counterparts and PSU/POU functions.
5.	Deliver detailed options or scenarios for re-calibration of the existing support and oversight structures	4 weeks	Guidance and inputs from BMS Directorate, and PSU/POU Management.
6.	Prepare an implementation and resource plan in alignment with the BMS implementation plan 2020	2 weeks	Guidance and inputs from BMS Directorate, and PSU/POU Management.

3.2 Lenses through which to analyze Procurement function

Lenses	Description	Elements
Performance	Converting inputs to productive use	Effectiveness: degree to which UNDP Procurement function can achieve its objectives and mandate.
		Efficiency: cost effectiveness of UNDP Procurement delivering its outputs.
Stability	Seek resolution to problems and remove barriers	Institutionalization: extent to which UNDP Procurement can ensure performance standards are developed and maintained over time.
		Risk Mitigation: ability of UNDP Procurement to design and implement proper risk identification, analysis and management strategies
Adaptability	Adapt to changing realities and demands	Investment for Innovation: degree to which UNDP Procurement seek leading-edge changes to policies, processes, practices and behavior that will lead to better sustainable performance.
		Continuous Improvement: extent of UNDP Procurement ability to continuously adapt to new needs, standards, and environments.

4. Approach & Outputs

a) Duration of Work

The services are required with some urgency. The expected duration of the work will be between March and June 2020, with the expected start date of mid-March 2020. Full completion of the outputs must occur by June 2020.

b) Location of the Work

It is envisaged that the outputs will be produced via time resident at UNDP's Headquarters in NY, and subsequent analysis and drafting at the contractor's place of work, followed by further work at UNDP. The specific work schedule including days required and location will be proposed by the contractor. UNDP will provide a working space for the contractor within its premises. UNDP will ensure that the contractor has access to the requisite staff, data, and meetings as required.

While the procurement teams are in different locations, it is expected that interactions with the teams and other locations will be done through virtual communication.

If deemed necessary, the consultant may travel to two (2) representative UNDP country offices (COs) and the Copenhagen hub. The cost estimates for these missions shall not be included in the bidder's financial proposal submitted at this time. If these missions are approved and requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and the Contractor, prior to travel and will be reimbursed in line with UNDP Travel Policy.

c) Resource requirements

The team is anticipated to be configured around one (1) person full time, supported by inputs from other specialists for on-demand data analysis and visualization skills, procurement ICT tools (ERP, e-sourcing etc). The proposals will be evaluated on a combination of relevant skills and experience, and relevant configuration of the team.

As a guide it is expected that the inputs will not exceed 2 full-time employees (FTEs) over the 3-month period.

d) Institutional arrangements

The work under this contract will be supervised by the Director of the Bureau for Management Services (BMS) and the Officer-in-Charge of Procurement.

e) Schedule of Payments

Payment to the contractor will be processed based upon output, i.e. upon delivery of the services specified below and deliverables accepted and certification of satisfactory completion by the UNDP Technical Manager.

Outputs	Deliverables	Percentage of Total Price (Weight for payment)
1 and 2	Submission of Inception plan following baseline review	15%
3 and 4	Analyze new data and metrics and systemic systematic consultations	25%
5	Deliver detailed options or scenarios for organizational structure, elements of procurement strategy and draft report.	25%
6	Final Report with implementation and resource plan	35%
	Total all-inclusive contract value	100%

f) Minimum qualification requirements

Previous experience:

- Bidder's profile should demonstrate successful implementation of at least two contracts of similar value, nature and complexity implemented over the last 5 years.

Key personnel:

i. Team Lead (Procurement Expert):

- At least Master's degree or equivalent in procurement, supply chain management, development economics, development studies, political science, international relations, public administration and planning, or other related field.
- Experience with procurement processes and structures in public sector or international organisations, implementation of procurement strategy frameworks including Portfolio-Management and Principle-based Procurement.
- Previous involvement in management and organizational review related to procurement services;
- Understanding of end-to-end procurement processes across global organizations, including procure-to-pay, use of Framework or Long-Term Agreements (LTAs).
- Knowledge of procurement systems, digital platforms and best practices in implementation of enabling technologies, including eProcurement.

ii. Other specialist(s) skill sets to complement the Team Lead, limited to 3 CVs, covering among others:

- Data analytics and visualization skills,
- Procurement ICT tools (ERP, e-sourcing etc)
- Other procurement knowledge and aspects as necessary

NB: Some of the skill sets required from the Team Lead may be augmented by the other specialists. UNDP requires the skill sets above to be covered by the proposed team.

Annex 3

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁵

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁶)

[insert: Location].

[insert: Date]

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

Dear Sir/Madam:

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

Form 1: Qualifications of the Service Provider

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

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

Form 2: Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work. The proposal should also cover the implementation timetable as well as the profile of key personnel assigned for the execution of this contract.

⁵ This serves as a guide to the Service Provider in preparing the Proposal.

⁶ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

Form 3: Qualifications of Key Personnel

The Service Provider must provide:

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

(This form should be submitted as a separate file and be password protected)

Form 4: Financial proposal

- Financial proposals must be all inclusive and must be expressed with a breakdown of costs. The term ‘all inclusive’ implies that all costs (professional fees, communications, utilities, consumables, insurance, travel, etc.) that could possibly be incurred by the Service Provider are already factored into the final amounts submitted in the proposal.
- Travel related expenses must include tickets, lodging and terminal expenses. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class he/she should do so using their own resource
- Payment will be made upon submission of final deliverables and a certificate of payment request, indicating outputs delivered to be verified and cleared for payment by the Project Management Team.

Table 1: Cost Breakdown per Deliverable:*

Outputs	Deliverables	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1 and 2	Submission of Inception plan following baseline review	15%	
3 and 4	Analyze new data and metrics and systemic systematic consultations	25%	
5	Deliver detailed options or scenarios for organizational structure, elements of procurement strategy and draft report.	25%	
6	Final Report with implementation and resource plan	35%	
	Total all-inclusive cost	100%	

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

Table 2: Cost Breakdown by Cost Component:

Description of Activity	Unit of Measure	Unit price	Quantity	Total cost
I. Personnel Services				
a. Team Lead (Procurement Expert)	Day			
b. Specialist 1	Day			
c. Specialist 2	Day			
II. Out of Pocket Expenses				
1. Travel Costs (tickets)	Trip			
2. Daily Allowance	Day			
III. Other Related Costs (please specify)				
Total all-inclusive offer				

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

[Designation]

[Date]