* United Nations Development Programme*

**REQUEST FOR PROPOSAL**

ESTABLISHMENT OF multiple non exclusive LONG TERM AGREEMENTS

with secondary competition

FOR

**PROVISION OF MANAGEMENT AND ORGANIZATION CHANGE ADVISORY SERVICES,**

**TO THE GENERAL SECRETARIAT OF THE SUPREME COUNCIL OF PLANNING AND DEVELOPMENT (GSSCPD), STATE OF KUWAIT**

**READVERTISED**

RFP No.: RFP/UNDP/KW/2019/12/05A

Project: Institutional Capacity Development to the GSSCPD, State of Kuwait

Country: Kuwait

Issued on: 11 February 2020

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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 Provision of Consultancy Services for the General Secretariat of Supreme Council for Planning and Development (GSSCPD), State of Kuwait.

The Consultancy Services will be required in the following service lines/business areas:

* **MANAGEMENT AND ORGANIZATION CHANGE ADVISORY SERVICES;**

Type of Contract(s): Long Term Agreement (LTA).

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

Section 1: This Letter of Invitation

Section 2: Instruction to Bidders

Section 3: Bid Data Sheet (BDS)

Section 4: Evaluation Criteria

Section 5: Terms of Reference

Section 6: Returnable Bidding Forms

* Form A: Technical Proposal Submission Form
* Form B: Bidder Information Form
* Form C: Joint Venture/Consortium/Association Information Form
* Form D: Qualification Form
* Form E: Format of Technical Proposal
* Form F: Financial Proposal Submission Form
* Form G: Financial Proposal Form

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

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

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

Issued by: Approved by:

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| Name: Procurement Unit  Date: February 10, 2020 | Name: Khalid Shahwan  Title: Deputy RR  Date: February 11, 2020 |

# Section 2. Instruction to Bidders

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| GENERAL PROVISIONS | |
| Introduction | * 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>   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.   3. As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website ([www.ungm.org](http://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. |
| Fraud & Corruption,  Gifts and Hospitality | * 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>   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.   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.   4. All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <http://www.un.org/depts/ptd/pdf/conduct_english.pdf> |
| Eligibility | * 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.   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. |
| Conflict of Interests | * 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:   2. 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;   3. Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or   4. Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.   5. 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.   6. Similarly, the Bidders must disclose in their proposal their knowledge of the following:   7. 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   8. All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.   Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.   * 1. 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. |
| PREPARATION OF PROPOSALS | |
| General Considerations | * 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.   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 |
| Cost of Preparation of Proposal | * 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. |
| Language | * 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. |
| Documents Comprising the Proposal | * 1. The Proposal shall comprise of the following documents:   2. Documents Establishing the Eligibility and Qualifications of the Bidder;   3. Technical Proposal;   4. Financial Proposal;   5. Proposal Security, if required by BDS;   6. Any attachments and/or appendices to the Proposal. |
| Documents Establishing the Eligibility and Qualifications of the Bidder | * 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. |
| Technical Proposal Format and Content | * 1. The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.   2. The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.   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   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. |
| Financial Proposals | * 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.   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.   3. Prices and other financial information must not be disclosed in any other place except in the financial proposal.   4. The Bidder understands that fees provided in the financial proposal shall remain valid and cannot be increased for the entire validity of the LTA (3 years). |
| Proposal Security | * 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.   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.   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.   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.   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:      1. If the Bidder withdraws itsoffer during the period of the Proposal Validity specified in the BDS, or;      2. In the event that the successful Bidder fails:      3. to sign the Contract after UNDP has issued an award; or   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. |
| Currencies | * 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:  1. 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 2. 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. |
| Joint Venture, Consortium or Association | * 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.   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.   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.   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.   5. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:  1. Those that were undertaken together by the JV, Consortium or Association; and 2. Those that were undertaken by the individual entities of the JV, Consortium or Association.    1. 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.    2. 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. |
| Only One Proposal | * 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.   2. Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:   3. they have at least one controlling partner, director or shareholder in common; or   4. any one of them receive or have received any direct or indirect subsidy from the other/s; or   5. they have the same legal representative for purposes of this RFP; or   6. 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;   7. 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   8. 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. |
| Proposal Validity Period | * 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.   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. |
| Extension of Proposal Validity Period | * 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.   2. If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.   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. |
| Clarification of Proposal | * 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.   2. UNDP will provide the responses to clarifications through the method specified in the BDS.   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. |
| Amendment of Proposals | * 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.   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. |
| Alternative Proposals | * 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.   2. If multiple/alternative proposals are being submitted, they must be clearly marked as “Main Proposal” and “Alternative Proposal” |
| Pre-Bid Conference | * 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. |
| SUBMISSION AND OPENING OF PROPOSALS | |
| Submission | * 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.   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.   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. |
| **Hard copy (manual) submission**  **Email Submission**  **eTendering submission** | * 1. Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:   2. 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.   3. 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:   i. Bear the name and address of the bidder;  ii. Be addressed to UNDP as specified in the BDS   1. Bear a warning that states “*Not to be opened before the time and date for proposal opening*” as specified in the BDS.   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.   * 1. Email submission, if allowed or specified in the BDS, shall be governed as follows:  1. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 2. 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. 3. 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.    1. Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows: 4. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 5. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 6. 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. 7. 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. 8. 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/> |
| Deadline for Submission of Proposals and Late Proposals | * 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   2. UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals. |
| Withdrawal, Substitution, and Modification of Proposals | * 1. A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.   2. Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as “WITHDRAWAL” “SUBSTITUTION,” or “MODIFICATION”   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.   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. |
| Proposal Opening | * 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. |
| EVALUATION OF PROPOSALS | |
| Confidentiality | * 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.   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. |
| Evaluation of Proposals | * 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.   2. Evaluation of proposals is made of the following steps:   3. Preliminary Examination   4. Minimum Eligibility and Qualification (if pre-qualification is not done)   5. Evaluation of Technical Proposals   6. Evaluation of Financial Proposals |
| Preliminary Examination | * 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. |
| Evaluation of Eligibility and Qualification | * 1. Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).   2. In general terms, vendors that meet the following criteria may be considered qualified:   3. 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;   4. They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,   5. 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;   6. They are able to comply fully with UNDP General Terms and Conditions of Contract;   7. They do not have a consistent history of court/arbitral award decisions against the Bidder; and   8. They have a record of timely and satisfactory performance with their clients. |
| Evaluation of Technical and Financial Proposals | * 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.   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.   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.   4. When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:   Rating the Technical Proposal (TP):  **TP Rating** = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100  Rating the Financial Proposal (FP):  **FP Rating** = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100  Total Combined Score:  **Combined Score =** (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%) |
| Due Diligence | * 1. UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:      1. Verification of accuracy, correctness and authenticity of information provided by the Bidder;      2. Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;      3. 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;      4. Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;      5. Physical inspection of the Bidder’s offices, branches or other places where business transpires, with or without notice to the Bidder;      6. Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract. |
| Clarification of Proposals | * 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.   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.   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. |
| Responsiveness of Proposal | * 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.   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. |
| Nonconformities, Reparable Errors and Omissions | * 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.   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.   3. For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:  1. 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; 2. if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and 3. 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.    1. If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected. |
| AWARD OF CONTRACT | |
| Right to Accept, Reject, Any or All Proposals | * 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. |
| Award Criteria | * 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. |
| Debriefing | * 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. |
| Right to Vary Requirements at the Time of Award | * 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. |
| Contract Signature | * 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. |
| Contract Type and General Terms and Conditions | * 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> |
| Performance Security | * 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. |
| Bank Guarantee for Advanced Payment | * 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> |
| Liquidated Damages | * 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. |
| Payment Provisions | * 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. |
| Vendor Protest | * 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: <http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html> |
| Other Provisions | * 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.   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.   3. The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 <http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer> |

# 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 | Will be Conducted  Time: 11:00 AM Kuwait time (+3GMC)  Date : February 18, 2020 11:00 AM  Venue : UN House  Mishref, Diplomatic Square, Block 7a  The UNDP focal point for the arrangement is:  Alban Zhuri, Procurement Specialist  Telephone: +965 2530-8000  E-mail: [alban.zhuri@undp.org](mailto:alban.zhuri@undp.org)  (Interested vendors for the proposal conference shall contact the email address above with full contact details of the person who will participate: Name, Surname, Position in the Company, tel.nr. The information must be provided not later than February 16, 2020, 1200 PM hours). |
| 5 | 10 | Proposal Validity Period | 120 days |
| 6 | 14 | Bid Security | Not Required |
| 7 | 41 | Advanced Payment upon signing of contract | Not Allowed |
| 8 | 42 | Liquidated Damages | Will not be imposed |
| 9 | 40 | Performance Security | Not Required |
| 10 | 18 | Currency of Proposal | United States Dollar |
| 11 | 31 | Deadline for submitting requests for clarifications/ questions | 3 days before the submission deadline |
| 12 | 31 | Contact Details for submitting clarifications/questions | Focal Person in UNDP: Procurement Unit  E-mail address: [procurement.kw@undp.org](mailto:procurement.kw@undp.org) and [alban.zhuri@undp.org](mailto:alban.zhuri@undp.org) |
| 13 | 18, 19 and 21 | Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries | Direct communication to prospective Proposers by email and posting on etendering system / UNDP websites |
| 14 | 23 | Deadline for Submission | 1 March, 2020, at 0:00 AM EDT (NY Time)  For eTendering submission - as indicated in eTendering system. Note that system time zone is in EST/EDT (New York) time zone. |
| 14 | 22 | Allowable Manner of Submitting Proposals | Submission eTendering, ONLY. |
| 15 | 22 | Proposal Submission Address | https://etendering.partneragencies.org  Indicate the RFP reference you are submitting proposal for. |
| 16 | 22 | Electronic submission (eTendering) requirements | * 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. * All files must be free of viruses and not corrupted. * Password for financial proposal must not be provided to UNDP until requested by UNDP * Documents which are required in original (e.g. Bid Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission: N/A   [procurement.kw@undp.org](mailto:procurement.kw@undp.org)   * Max. File Size per transmission: 5MB * Mandatory subject of email: *“*RFP/UNDP/KW/2019/12/05A   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 this email address.  cid:image002.png@01D2FBE1.6B4C94C0  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. |
| 17 | 25 | Date, time and venue for the opening of bid | Date and Time: N/A  As part of e-Tendering submission, bidders will receive an automatic notification once their Bids are opened. |
| 18 | 27  36 | Evaluation Method for the Award of Contract | Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively    The minimum threshold for technical score to pass is 70%. |
| 19 |  | Expected date for commencement of Contract | *March 30, 2020* |
| 20 |  | Maximum expected duration of contract | 3 Years Total (1 year with possibility of extension for 2 more years) |
| 21 | 35 | UNDP will award the contract to: | Minimum 2 to Maximum 3 Bidders, depending on the following factors  (1) Long Term Agreement (LTA): Multiple Vendor LTAs with secondary competition. The LTA will be awarded to minimum 2 and maximum 3 bidders, as per the highest combined technical and financial ranking.  (2) Placement of orders is determined through secondary competition.  The LTA Awarded Holders will be called for Secondary Competition once a specific Assignment is determined by UNDP (please see the Section 7, SoP, Phase 2-for secondary competition) |
| 22 | 39 | Type of Contract | Purchase Order and Contract for Goods and Services for UNDP  <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html> |
| 23 | 39 | UNDP Contract Terms and Conditions that will apply | UNDP General Terms and Conditions for Contracts  <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html> |
| 24 |  | Other Information Related to the RFP | N/A |

# Section 4. 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 (if necessary)
* Minimum documents provided
* Technical and Financial Proposals submitted separately
* Financial Proposal encrypted with password
* Bid Validity

**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.

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| **Subject** | **Criteria** | **Document Submission requirement** |
| **ELIGIBILITY** |  |  |
| **Legal Status** | Vendor is a legally registered. | 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 RFP clause 3. | Form A: Technical Proposal Submission Form |
| **Conflict of Interest** | No conflicts of interest in accordance with RFP 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 Contracts[[1]](#footnote-1)** | 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 |
| **Previous experience** | Bidder must have minimum of ten (10) years of incorporation in Consultancy Services; | Form D: Qualification Form |
| **Financial Standing** | Average annual turnover of **USD 2 million** for the last 3 years.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
| Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
|  | Financial ratio 1.0 | Form D: Qualification Form |

**Technical Evaluation Criteria**

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| **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, including Consultants | 300 |
|  | **Total** | **1000** |

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| **Sub-Section 1. Bidder’s qualification, capacity and experience** | | **Points obtainable** |
| 1.1 | Company Profile/Reputation relevant to the business requirements. | Max Points 75 |
| 1.2 | Age of the Firm/Experience in Consultancy Services  - Between 11-15 Years of Experience: 35 Points  - Between 15-20 Years of Experience: 40 Points  - More than 20 Years of Experience: 60 points | Max Points 60 |
| 1.3 | Experience on similar Program/Projects per service line/business area | Max Points 50 |
| 1.4 | Quality Management and/or Assurance Certification (e.g. ISO 9000 or Equivalent) | Max Points 15 |
| 1.5 | Company is legally registered in Kuwait and/or Company is bidding in joint venture with Kuwaiti registered company | Max Points 30 |
| 1.6 | Experience with UNDP or UN in general; | Max Points 20 |
| 1.7 | Relevant experience in Kuwait and/or GCC/and or Arab Region | Max Points 30 |
| 1.8 | Gender Representation: Gender Antidiscrimination Policies incorporated in the status of the company (evidence present with documents) ; Training programs to incorporate gender equality in the company profile (evidence present with documents); Gender Representation among the company management structure (evidence present with documents) | Max Points 20 |
| **Total Section 1** | | **300** |

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| **Sub-Section 2. Proposed Methodology, Approach and Implementation Plan** | | **Points obtainable** |
| 2.1 | Understanding requirements: Have the important aspects of the task been addressed in sufficient detail, and are those in line with service lines required?  -Outstanding ( 100% of maximum points attainable)  -Very Strong (up to 75% of maximum points attainable)  -Strong (up to 50% of maximum points attainable)  -Moderate (up to 25% of maximum points attainable)  -Weak ( no points) | Max Points 100 |
| 2.2 | Description of the bidders’ approach and methodology for meeting the requirements in line with overall Terms of Reference/Scope of Work?  -Outstanding ( 100% of maximum points attainable)  -Very Strong (up to 75% of maximum points attainable)  -Strong (up to 50% of maximum points attainable)  -Moderate (up to 25% of maximum points attainable)  -Weak ( no points) | Max Points 80 |
| 2.3 | Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? Does the proposal include a solid Quality and Risk Mitigation Options? Does the bidder offer contingency plans for replacing team members in assignments if one gets ill, or/in case of private emergencies etc?  -Outstanding ( 100% of maximum points attainable)  -Very Strong (up to 75% of maximum points attainable)  -Strong (up to 50% of maximum points attainable)  -Moderate (up to 25% of maximum points attainable)  -Weak ( no points) | Max Points 80 |
| 2.4 | Is the proposal based on a list of related comparative experience and this have been incorporated in the proposal effectively?  -Outstanding ( 100% of maximum points attainable)  -Very Strong (up to 75% of maximum points attainable)  -Strong (up to 50% of maximum points attainable)  -Moderate (up to 25% of maximum points attainable)  -Weak ( no points) | Max Points 60 |
| 2.5 | Does the proposal include specific approach and knowledge about institutional building in state of Kuwait?  -Outstanding ( 100% of maximum points attainable)  -Very Strong (up to 75% of maximum points attainable)  -Strong (up to 50% of maximum points attainable)  -Moderate (up to 25% of maximum points attainable)  -Weak ( no points) | Max Points 50 |
| 2.6 | Is the conceptual framework adopted appropriate for the thematic scope of the assignments and the service lines defined in the ToR ?  -Outstanding ( 100% of maximum points attainable)  -Very Strong (up to 75% of maximum points attainable)  -Strong (up to 50% of maximum points attainable)  -Moderate (up to 25% of maximum points attainable)  -Weak ( no points) | Max Points 30 |
| Total Section 2 | | **400** |

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| **Sub-Section 3. Management Structure and Key Personnel** | | | **Points obtainable** |
| 3.1 | Qualifications of key personnel proposed/Teams |  |  |
| 3.1 a | Service Line Team Leader (submit 10 CVs) - (average scoring for All CVs) |  | Max Points  100 |
|  | Master’s degree in Service Line/Business Area Required | 20 |  |
|  | Demonstrated leadership capacity with globally operating firms; | 30 |
|  | Demonstrated professional experience in service line proposed for/ similar projects;  From 10-15 years of specific experience =20 points  More than 15 years of experience =30 points | 30 |
|  | Demonstrated experience in GCC/Arab Region and/ or in Kuwait | 10 |  |
|  | Arabic Language Skills (Fluent in written, spoken and reading) | 10 |  |
| 3.1 b | Service Line Team Senior Member (submit 10 CVs, Category A)  (average scoring for All CVs) Please provide diversified CV along all Service Line, by indicating this CV for this Service Line. |  | Max Points  80 |
|  | Master’s degree in Service Line/Business Area Required | 20 |  |
|  | Demonstrated professional experience in service line proposed for/ similar projects;  From 7-10 years of specific experience =15 points  From 10-15 year of specific experience =20 points  More than 15 Years of experience =30 points | 30 |  |
|  | Professional Certifications related to the Service Line/Business Area. The certification should be specific of service line in addition to the degree i.e project cycle management; Leadership and Management etc; | 10 |  |
|  | Demonstrated experience in GCC/Arab Region and/ or in Kuwait | 10 |  |
|  | Arabic Language Skills (Fluent in written, spoken and reading) | 10 |  |
| 3.1 c | Service Line Team Specialist (submit 10 CVs, Category A)  (average scoring for All CVs). Please provide diversified CV along all Service Line, by indicating this CV for this Service Line. |  | Max Points 120 |
|  | Master’s degree in Service Line/Business Area Required | 20 |  |
|  | Demonstrated professional experience in service line proposed for/ similar projects;  From 5-7 years of specific experience =20 points  From 7-10 year of specific experience =25 points  10-15 years of experience=30 points  More than 15 Years of experience =40 points | 40 |  |
|  | Professional Certifications related to the Service Line/Business Area. The certification should be specific of service line in addition to the degree i.e project cycle management; Leadership and Management etc; | 20 |  |
|  | Demonstrated experience in GCC/Arab Region and/ or in Kuwait | 20 |  |
|  | Arabic Language Skills (Fluent in written, spoken and reading) | 20 |  |
| **Total Section 3** | | | **300** |

**Financial Scoring is 30 % (300 points).**

# Section 5. Terms of Reference

ESTABLISHMENT OF LONG TERM AGREEMENTS

FOR

**PROVISION of CONSULTANCY SERVICES, TO THE GENERAL SECRETARIAT OF THE SUPREME COUNCIL OF PLANNING AND DEVELOPMENT (GSSCPD), STATE OF KUWAIT**

**PROJECT BACKGROUND:**

UNDP (CO Kuwait) and the Government of Kuwait, represented by the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), strive to enhance institutional capacities of a number of government agencies by providing them with the adequate technical support to strengthen their capacities and skills to perform their expected duties.

Kuwait’s long-term development priorities are set forth in New Kuwait “Vision 2035” and SDG-based Kuwait National Development Plan (KNDP), the latter prepared with UNDP support. The KNDP (2020–2025) aims to promote the transformation of Kuwait into a financial hub in the region through seven key pillars: (a) effective public administration; (b) economic diversification; (c) modern infrastructure; (d) sustainable living environment; (e) high quality health care; (f) creative human capital; and (g) enhanced global positioning.

The Government is committed to achieving its Sustainable Development Goals (SDG) through the implementation of KNDP. According to Kuwait’s Voluntary National Report (VNR), progress has been made for most of the SDGs and the government so far has exhibited strong national ownership of UNDP programming. In consultations for the new country programme, the government has indicated its continued commitment to work closely with UNDP and build on collaboration begun under the previous programme and 2030 Agenda objectives. As a high-income country, Kuwait increasingly looks to its international partners for cutting-edge policy advice, advocacy, and partnerships. The new country programme (2020-2025) responds to this call and will focus on strengthening policy processes and advocacy, institutional capacities, innovation, knowledge transfer, expanded engagement with civil society and the private sector, and support to Kuwait’s regional and global leadership initiatives. The country programme is aligned to the SDG-based KNDP which will provide the conceptual framework for UNDP to adopt an integrated programmatic approach to improve the inter-connectedness of interventions.

UNDP so far has supported the Government in all mentioned areas by providing technical assistance and support through its staff, but also contracting companies to provide top-notch advisory services and support, as part as institutional building. UNDP is committed to help Government of Kuwait through this important period and is planning to contract entities that can bring top-notch global and local knowledge, progressive thinking and innovative ideas.

**OBJECTIVES AND SCOPE:**

The overall objective of this RFP is to provide UNDP and UNDP’s partners with best-in-class advice and analysis, and innovative recommendations that may help State of Kuwait achieve its development objectives.

In order to contribute to this objective, the contractor will provide technical assistance and high-quality consultancy services. The contract will be implemented through specific assignments. UNDP will issue a service request for each of the assignments, detailing inter alia the scope of the assignment, the type(s) of services required, timeframe in which the assignment needs to be completed, and the outputs. The thematic scope of the assignments will be driven by the CPD priorities, priority areas for next development plan as well as transformation efforts in several areas.

Therefore, UNDP in its continuity to offering services to State of Kuwait, wish to enter into Long Term Agreement (LTA) with highly qualified Consultancy Companies, to provide consulting-advisory services in :

* **Management and Organization Change Advisory Services;**

1. Procurement Method: Establishment of Multiple Vendor LTAs with secondary competition. The LTA will be awarded to minimum 2 and maximum 3 Bidders, as per the highest combined technical and financial ranking.
2. Placement of orders is determined through secondary competition. The LTA Awarded Holders will be called for Secondary Competition once a specific Assignment is determined by UNDP (please see the Section 7, SoP, Phase 2-for secondary competition)
3. LTA is for period of 3 Years in Total (1 year with possibility of extension for 2 more years)

**TYPE OF SERVICES REQUIRED / MANAGEMENT AND ORGANIZATION CHANGE ADVISORY SERVICES**

The overall purpose is to provide UNDP and UNDP’s partners (Kuwait Government and public-private institutions) with best-in-class advice and analysis, and innovative recommendations that may help State of Kuwait to achieve its development objectives. In order to contribute to this objective, the contractor will provide technical assistance and high-quality consultancy services and intervene in various service lines (business areas), of management and organization change theme.

The service lines (but not limited to below) where the focus will be concentrated, and level of expertise required are listed below:

* (A). Development and review of organizational strategies;
* (A). Strategic business planning;
* (A). Project cycle management and training;
* (B). Business sourcing strategies (e.g. shared services and outsourcing) ;
* (B). Risk strategy and business continuity;
* (B) Business performance measurement and improvement;
* (A). Development of innovation strategies;
* (B). Business process analysis, re-engineering and improvement;
* (A). Organizational development and change management;
* (B). Information management and knowledge sharing;
* (A). Organizational design and restructuring;
* (A). Leadership and executive coaching;
* (B). Training, skills and knowledge gap assessments & training needs assessments;
* (A). Development of capacity building strategies and programmes;
* (A). Personnel and stakeholder engagement and communication strategy;

*\*\*The service lines are separated into category A and B. The category A services lines (without undermining category B) based on demand analysis shall be most requested.)*

In line with the service lines rendered above, the contractor shall be required to respond to the requirements of specific assignments requested by UNDP, in a team approach (see team structures below). For each assignment UNDP will develop detailed Terms of Reference, rendering requirements and tasks to be delivered by the contractor.

Nevertheless, the tasks and requirements may include (but not limited to):

* Assessment and development of various tools, plans and policies for specific sectors and/or entire institution, with aim of improving their management and organizational capabilities;
* Desk research and development of appropriate analytical approaches/methods for assessment of the underlying issues relating to the sectorial and/or institutional development challenges;
* Provision of comparative knowledge between the State of Kuwait relevant institutions and good example countries, followed with a road map to reach these goals;
* Provision of technical assistance and advisory in-service lines rendered above, and assist various agency sectors, and/or entire institution to reach the operational excellence;
* Provision of technical assistance and high-level advisory to the senior leadership in various ministerial and public-private institutions, in line with service lines rendered above;
* Development of specific strategies to address and/or overcome the development challenges, including identification of key success factors;
* Conducting benchmark analysis and assessment of good practices for strategy making based on the good examples/benchmarks agreed with the UNDP partners; Identification of root causes of the differences, and development of actionable proposals and recommendations to bridge the gaps that the benchmarking exercise reveals;
* Designing, organizing, delivering and/or facilitating workshops, focus group meetings, project management;
* Designing, and organizing study visits to the benchmark countries, regions, institutions;
* Suggesting and in agreement with the partners, organize conferences and seminars relevant to the assignments;
* Development of short, medium and long-term action plans for specific assignment in accordance with the strategies to be developed with their monitoring framework.

*(Previous examples od similar contracts have included: (1) Support to Authority of Housing Welfare in establishment of Project Management Office; (2) Strategy Development for Youth Program in GSSCPD; (3) Project Management and Strategic Planning Technical Support Services to GSSCPD for the formulation of KNDP; (4) Achieving Kuwait 2035 vision toward persons with disability project etc)*

The bidders must understand that in preparation of their proposal, especially the technical proposal they must focus in the service lines rendered above and elaborate on approach and methodology in line with these requirements, which will be scored in line with criteria rendered in Section 4, Criteria.

**INSTITUTIONAL ARRANGEMENTS:**

Contractor will report to the UNDP. Contractor will also work with UNDP’s counterparts and/or stakeholders which will be defined in the specific service requests with UNDP’s facilitation. Specific UNDP personnel to whom the contractor will report to, will be identified in the specific service request.

**DURATION OF WORK**

The duration of the contract will be 3 years (initial contract for 1 year with possibility of renewal for 2 more years). However, the duration of the assignments may vary, depending on the scope. However indicatively the following durations may apply:

Type 1: These assignments are expected to be completed within 1 to 2 months. They may include activities geared towards rapid assessment of a development challenge/situation, holding expert workshops, desk research, high advisory services, policy development and other tasks (see above).

Type 2: These assignments are expected to last from 2 to 4 months. They may include an overall assessment a development challenge/situation, holding expert workshops and/or focus group meetings, desk research

complemented with primary research, high advisory services, policy development and other tasks (see above).

Type 3: These assignments are expected to last from 4 to 6 months. They may include an overall assessment a development challenge/situation, holding expert workshops and/or focus group meetings, desk research

complemented with primary research, high advisory services, policy development and other tasks (see above).

**LOCATION OF WORK**

The location of work is Kuwait City, State of Kuwait and/or homebased. The bidders in the price schedule shall indicate living allowance (DSA) once in Kuwait, which shall include all the costs once present in Kuwait. The only exception will be the travel ticket for the team, once they travel to Kuwait, which shall not be included in the financial proposal. UNDP will only accept one return ticket for each team member, for the assignment, in the most economic fair, matching it with UNDP travel fees.

**QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER**

For the above tasks corporate services will be required. As indicated above, UNDP is planning to contract entities that can bring validated top-notch knowledge, progressive thinking and innovative ideas for implementation of transformation agenda with supportive strategies and respective action plans. Contractor’s support will be needed on high value, high risk, complex priorities for transformational change, spanning multiple functional and sectorial expertise areas. Similarly, successful delivery of the assignment will require immediate and reliable access to expertise and know-how in global best practice across public and private sectors.

**CONTRACT LEVEL QUALIFICATIONS**

The bidder and/or the corporate group/network with which the bidder is organically associated should;

* Have at least 10 years of experience in consultancy services (to be documented by the copy of registry documents);
* Have at least an annual average turnover of USD 2,000,000 in the last 3 years;
* Preferable (but not mandatory) have branch in Kuwait, or enter in joint venture with companies registered in Kuwait;
* Should be able to demonstrate availability of in-house knowledge and expertise in the fields covered by the contract (to be elaborated by the bidder in the technical proposal);
* Should have implemented more than 20 projects in the service lines (business areas), covered by the contract in the last 10 years (list of projects should be provided).

**SERVICE LINE LEVEL**

The bidder should:

* Have at least 10 years of professional experience in delivering consultancy services to public and private sector;
* Have successfully completed at least 10 projects/assignments in the last 10 years, more than 20 successfully completed projects/assignments in the last 10 years in an asset;
* Have at least 20 staff with solid experience in the field(s) covered by the service line, more than 30 staff is an asset;
* Diversity of locations including GCC/Arab Region and/or State of Kuwait is an asset.

**TEAM STRUCTURES AND TEAM MEMBERS**

**Team Structures**

The following functional definitions have been developed to describe the team structures.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Small Team** | **Full Team** | **Extended Team** |
| **SLT Leader** |  | **1** | **1** |
| **SLT Senior Member** | **1** | **1** | **1** |
| **SLT Specialist** | **1** | **2** | **3** |
| **SLT Associate** | **1** | **1** | **1** |

Clarifications:

SLT=Service Line Team

**Team Members**

The CVs of the proposed SLT Leaders (10 CVs) , SLT Senior Members (10 CVs with specialization services indicated in the service lines/ Category A), and SLT Specialists (10 CVs with specialization services indicated in the service lines/ Category A) should be submitted along with the application in accordance with the format in FORM E, Section 3 of the RFP. CVs of the proposed SLT Leaders, SLT Senior Members, and SLT Specialists will be scored.

In cases where the proposed SLT Leaders, SLT Senior Members, and SLT Specialists are not available at the

time of delivery of assignments, the Contractor is obliged to propose SLT Leaders, SLT Senior Members, or

SLT Specialists whose qualifications are at least equal to the proposed SLT Leaders, SLT Senior Members,

or SLT Specialists. Similarly, if a SLT Leader, SLT Senior Member or SLT Specialist leave the Contractor during the validity period of the Contract, the Contractor undertakes to propose a person whose qualifications are at least equal to the proposed SLT Leaders, SLT Senior Members, or SLT Specialists The proposers should offer at least 2 alternate SLT Leaders and SLT Senior Members, and provide additional information that provides assurance on the proposer’s capacity to mobilize qualified staff at times of urgency or conflicting situations.

**Service Line Team (SLT) Leaders**

The SLT Leaders provide substantive inputs to delivery of assignments and lead the assignment teams. The

SLT Leaders to be proposed by the bidders shall possess:

* Advanced degree (Master or Equivalent), preferably in-service line required;
* Minimum 15 years of general experience, with at least 10 years of specific experience in service line required;
* Preferably experience in GCC/Arab Regions and/or state of Kuwait;
* Have been involved in preferably more than 15 projects, but at least in 10 projects, relevant to the service line;
* Fluent in English, and Arabic is an asset.

**Service Line Team (SLT) Senior Members**

The SLT Senior Members provide substantive inputs to delivery of assignments, and take lead in delivery of

sub-components of assignment. The SLT Senior Members to be proposed by the bidders shall possess:

* Advanced degree (Master or Equivalent), preferably in-service line required;
* Minimum 10 years of general experience, with at least 7 years of experience in service line required;
* Preferably experience in GCC/Arab Regions and/or state of Kuwait;
* Have been involved in preferably more than 15 projects, but at least in 10 projects, relevant to the service line;
* Fluent in English, and Arabic is an asset.

**Service Line Team (SLT) Specialists**

The SLT Specialist bring thematic and expert advice in relation to the service line required:

* Advanced degree (Master or Equivalent), preferably in-service line required;
* Minimum 7 years of general experience, with at least 5 years of experience in service line required;
* Preferably experience in GCC/Arab Regions and/or state of Kuwait;
* Have been involved in preferably more than 10 projects, relevant to the service line;
* Fluent in English, and Arabic is an asset.

**Service Line Team (SLT) Associate**

* University degree in a relevant field, at least 2 years of professional experience;

**Evaluation Criteria.**

UNDP will evaluate the technical and financial proposals based on the pre-established evaluation criteria stipulated in Section 4, Criteria, followed with specific criteria in sub-sections. Bidders will be assessed:

* On preliminary examination criteria;
* Minimum eligibility and qualification criteria Pass/Fail basis;
* Technical Evaluation criteria (subsection 1, 2 and 3)
* Only technically compliant bidders will be subject to financial evaluation;

Important: The technical proposal and methodology shall only include the information required and relevant to subsection 2.

**Secondary Competition and Management of Service Requests:**

* The awarded LTA holders, will be called for secondary competition, once an assignment need is determined by UNDP (please see the Section 7, SoP for provision of consultancy services, phase 2, secondary competition).
* The LTA Holders are to understand that the fees indicated in the LTA cannot be increased during entire LTA validity (period of 3 years). In the secondary competition bidders can only submit fees equal or lower than LTA fees;
* The LTA Holders shall appoint Operations Manager/ Focal Point to handle all UNDP demands, who shall be available on working days Sunday-Thursday (0800-1700 -Kuwait Time). In exceptional cases the Operations Manager shall be made available on call, or by email, outside working days and hours;
* Post-Secondary Competition:
  + UNDP will send an Assignment Contract to the awarded vendor (determined in the secondary Competition). Assignment Contract sent to the awarded vendor will include ToR, deliverables, fees, Purchase Order, all in line with terms stipulated in his final offer and/or LTA terms and conditions;
  + Upon confirmation from UNDP, the awarded vendor, will mobilize the selected team, within maximum of 10 calendar days, unless otherwise instructed by UNDP;
  + Awarded vendor shall complete the services required as per the service request, submit the report with deliverables, subject to approval by UNDP;
* UNDP reserves the right to reject the proposal in case it determines that the proposal and or candidate profiles do not match the assignment and/or are not in line with the LTA;
* UNDP will execute the payment to the awarded vendor accordingly, once accepting the deliverables.

*\*\* This is only short description and Management of Service Request will be handled using specific SoP (see Section 7, SoP for provision of Consultancy Services)*

*Note: Please pay attention to the required documents for prequalification and evaluation indicated in the RFP;*

# 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.

This list is not conclusive, nor final, it is provided only for guidance purposes. The Bidder is requested to add any other documents that required under TOR or will support the submission.

**Technical Proposal Envelope:**

|  |  |
| --- | --- |
| **Have you duly completed all the Returnable Bidding Forms?** |  |
| * Form A: Technical Proposal Submission Form |  |
| * Form B: Bidder Information Form |  |
| * Form C: Joint Venture/Consortium/ Association Information Form, if applicable |  |
| * Form D: Qualification Form |  |
| * Form E: Format of Technical Proposal |  |
| * Form H: Proposal Security Form |  |
| * Company Profile, which should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured |  |
| * Power of Attorney (if applicable) |  |
| * 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 |  |
| * ISO certification in Quality Management and Assurance |  |
| * Financial credit rating/awards/citations |  |
| * References of satisfactory performances of similar services |  |
| * Audited financial reports including Balance, Income and Statement, Profit reports for past 3 years |  |
| * CVs of the team (10 CV each member):   + Service Line Team Leader ;   + Service Line Team Senior Team Member;   + Service Line Team Specialist. |  |
| **Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?** |  |

**Financial Proposal Envelope**

**(Must be submitted as a separate password protected document)**

|  |  |
| --- | --- |
| * Form F: Financial Proposal Submission Form |  |
| * Form G: Financial Proposal Form |  |

## **Form A:** Technical Proposal Submission Form

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | RFP/UNDP/KW/2019/12/05A | | |

We, the undersigned, offer to provide the services for UNDP in accordance with your Request for Proposal No. RFP/UNDP/KW/2019/12/05A 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:

1. 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;
2. 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;
3. have no conflict of interest in accordance with Instruction to Bidders Clause 4;
4. 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);
5. 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;
6. 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:** BidderInformation 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?** | Yes  No If yes, [insert UGNM vendor number] |
| **Are you a UNDP vendor?** | Yes  No If yes, [insert UNDP vendor number] |
| **Countries of operation** | [Complete] |
| **No. of full-time employees** | [Complete] |
| **Quality Management and or Assurance Certification (e.g. ISO 9000 or Equivalent) (***If yes, provide a Copy of the valid Certificate):* | [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:** | * Company Profile, which should not 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 (if applicable) |

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

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | RFP/UNDP/KW/2019/12/05A | | |

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] |

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:** QualificationForm

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | RFP/UNDP/KW/2019/12/05A | | |

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

**Historical Contract Non-Performance**

|  |  |  |  |
| --- | --- | --- | --- |
| Contract non-performance did not occur for the last 3 years | | | |
| 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)

|  |  |  |  |
| --- | --- | --- | --- |
| No litigation history for the last 3 years | | | |
| 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**

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** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

*Increase the number of rows as required. 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 |
|  | *Information from Balance Sheet* | | |
| Total Assets (TA) |  |  |  |
| Total Liabilities (TL) |  |  |  |
| Current Assets (CA) |  |  |  |
| Current Liabilities (CL) |  |  |  |
|  | *Information from Income Statement* | | |
| Total / Gross Revenue (TR) |  |  |  |
| Profits Before Taxes (PBT) |  |  |  |
| Net Profit |  |  |  |
| Current Ratio |  |  |  |

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

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

## **Form E:** Format ofTechnical Proposal

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | RFP/UNDP/KW/2019/12/05A | | |

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. Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
  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).
  3. Relevance of specialized knowledge and experience on similar engagements done in the region/country.
  4. Quality assurance procedures and risk mitigation measures.
  5. Organization’s commitment to sustainability.
  6. Minimum 10 years of experience in consultancy services.
  7. Certifications from previous clients as a proof satisfactory delivery providing services in above areas of expertise.
  8. To have ISO certificate in (Quality management and quality assurance), or (Project, programme and portfolio management).
  9. Relevant industry accreditation and awards, in addition to strength of financial credit rating shall be considered in the profile evaluation.
  10. Experience in provision of consultancy services in relevant service lines ( business areas), design and implementation of projects for public and private sector development focusing on capacity building, using adequate methodology.
  11. Familiarity and experience in working with Millennium Development Goals (MDGs) and/or Sustainable Development Goals (SDGs).
  12. Experience on similar assignments in the Arab region, preferably GCC and/or Kuwait.
  13. Experience of engagement with the public sector and civil society.
  14. Experience in facilitating the development of strategic documents through dynamic multi stakeholder approach.

**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.

1. Have the important aspects of the task been addressed in sufficient detail, and are those in line with service lines required?
2. Description of bidders methodology and approach for meeting the requirements in ToR, and service lines specifically?
3. Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? Does the proposal include a solid Quality and Risk Mitigation Options? Does the proposer offer contingency plans for replacing any of the team members in assignments, if original team member gets ill, situation of private emergencies etc?
4. To what extent the proposal outline ability to plan, integrate and effectively implement sustainability measures in the execution of the contract (Building National Capacities and transfer of knowledge to the Client Institution)?
5. Does the proposal include specific approach and knowledge about institutional building in state of Kuwait?
6. Is the proposal based on a list of related comparative experience and this have been incorporated in the proposal effectively?
7. Has the bidder included Operations Manager, and how he will be addressing his tasks?
8. Does the proposal include any training of its consultant teams in terms of cultural orientation, knowledge sharing and developing trust with the client’s institution?

**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**

* 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.
  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 ToR.

**Format for CV of Proposed Key Personnel (SLT Leader; SLT Senior Member, Category A; SLT Specialist, Category A) Submit 10 CV/each member;**

|  |  |
| --- | --- |
| Name of Personnel | [Insert] |
| Position for this assignment | [Insert] |
| Nationality | [Insert] |
| Language proficiency | [Insert] |
| Education/ Qualifications | *[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]* |
| [Insert] |
| Professional certifications | *[Provide details of professional certifications relevant to the scope of services]* |
| * Name of institution: [Insert] * Date of certification: [Insert] |
| Employment Record/ Experience | *[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.]* |
| [Insert] |
| References | *[Provide names, addresses, phone and email contact information for two (2) references]* |
| 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: | RFP/UNDP/KW/2019/12/05A | | |

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. RFP/UNDP/KW/2019/12/05A 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]. (Insert the total amount of the Table below- see FORM G Table).

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 ProposalForm

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | RFP/UNDP/KW/2019/12/05A | | |

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. Breakdown of Professional Fees**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **MANAGEMENT AND ORGANIZATIONAL CHANGE ADVISORY SERVICES** | | | | | | | |
|  |  | **A** | **B** | **C** | **D** | | **E** |
|  | **TEAM TYPE** | **PROFESSIONAL FEES PER WEEK**  **(1 WEEK = 5 WORKING DAYS)**  **UNIT(WEEK\*TEAM)**  **In USD** | **TOTAL LIVING ALLOWANCE PER WEEK ONCE IN ASSIGNMENT IN KUWAIT**  **(1 WEEK=7 CALENDAR DAYS)**  **UNIT(WEEK\*TEAM)**  **In USD** | **SUBTOTAL**  **PROFESSIONAL FEE**  **PLUS**  **LIVING ALLOWANCE**  **(A+B)**  **In USD** | | **NUMBER OF ASSIGNMENTS (ESTIMATED)** | **TOTAL PER TEAM**  **(C\*D)**  **In USD** |
| **1** | **SMALL TEAM** |  |  |  | | **35** |  |
| **2** | **FULL TEAM** |  |  |  | | **43** |  |
| **3** | **EXTENDED TEAM** |  |  |  | | **23** |  |
| **4** | ***Grand Total (Will be used for Evaluation Purpose Only)*** | | | | | |  |

\* The number of assignments (column D) is only indicative and estimated and shall change depending on UNDP Needs. The payments shall be effected on the basis of actual number of weeks invested by the team assigned.

\*\*Travel Tickets for the Team shall not be included in the Fee. This will be dealt separately with LTA awarded holder, once the assignment is specified. UNDP will only pay one return ticket on most economic fair per each member of the team.

\*\*\* The bidder is to understand that the fees indicated in the financial proposal shall remain valid and cannot be increased during the entire LTA period -3 years.

**Table 2. Breakdown of Professional Fees per Team/Person**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **SMALL TEAM**  **(in USD)** | **FULL TEAM**  **(in USD)** | **EXTENDED TEAM**  **(in USD)** |
| **SLT Team Leader**  **(Professional Fee Only, for One working Day)** |  |  |  |
| **SLT Senior Member**  **(Professional Fee Only, for One working Day)** |  |  |  |
| **SLT Specialist (Professional Fee Only, for One working Day)** |  |  |  |
| **SLT Associate**  **(Professional Fee Only, for One working Day)** |  |  |  |

\*\* The Fee per day per category of consultant, SLT Leader, Senior Member, Specialist and Associate must include professional fees for one working day and must correspond with Professional fees for relevant team in Table 1.

## **Form H:** Form ofProposal 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:

1. Fails to sign the Contract after UNDP has awarded it;
2. Withdraws its Proposal after the date of the opening of the Proposals;
3. Fails to comply with UNDP’s variation of requirement, as per RFP instructions; or
4. 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]*

## **Form E:** Service Request Form

|  |  |  |  |
| --- | --- | --- | --- |
| **SERVICE REQUEST FORM TEMPLATE** | | | |
| **LTA Ref: (indicate here)** | | | |
| **LTA Holder: (indicate here)** | | | |
| **Service Line: (indicate here)** | | | |
| **Thematic Scope: (indicate here)** | | | |
| **Assignment: (indicate here)** | | | |
| **Duration of Work: (indicate here)** | | | |
| **Location of Work: (indicate here)** | | | |
| **Required Team:** | **🞏 Small Team** | **🞏 Full Team** | **🞏 Extended team** |
| **Background of the Assignment: (indicate here)** | | | |
| **Objective and Scope: (indicate here)** | | | |
| **Task and Duties: (indicate here)** | | | |
| **Reporting Deliverables: (indicate here)** | | | |
| **Payment Terms: In line with LTA fees/LUMP SUM (indicate here)** | | | |
| **Other Considerations: (indicate here)** | | | |
| **Request Made by: (Name/Surname/Title)** | | **Date: (indicate here)** | |
| **Request Approved by: (Name/Surname/Title)** | | **Date: (indicate here)** | |
| **Attachments: 🞏 ToR 🞏 Other (indicate)** | | | |

# Section 7: SOP for Provision of Consultancy Services

**( PHASE 1: Identification Of Needs; PHASE 2: Secondary Competition; PHASE 3: Assignment Initiation)**

**UNDP CO KUWAIT**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Step** | **Task** | **Turnaround Time** | **Responsibility** | **Required Documents for Steps** | **Outputs of Step** |
| 1. **PHASE 1: IDENTIFICATION OF NEEDS** | | | | | |
| 1 | Identification of Needs | N/A | Project Officer/Beneficiary (GSSCPD) | Project Concept Document | Brief description of action to Supervisor/Project Manager |
| 2 | Development of Terms of Reference (ToR) | 1 Day | Project Officer/GSSCPD | ToR | ToR is ready and approved by steering committee (UNDP/GSSCPD) |
| 3 | Preparation of the Service Request, (SR) along with ToR and concept note, define the scope, service line, team type , duration of the assignment | 0.5 Day | Project Officer/Manager | SR Form | SR Form Ready |
| 4 | Review and Clearance of the need, ToR and SR | 1 Day | Project Manager/DRR | Comments from DRR (if any) and responsible team to incorporate | Comments to be incorporated |
| 5 | Finalization of SR by the relevant team | 0.5 Day | Project Manager | Final SR Form | Final version of SR ready |
| 1. **PHASE TWO: SECONDARY COMPETITION BETWEEN THE LTA HOLDERS** | | | | | |
| 6 | LTA Holders ( below see-Vendors) are invited for secondary competition for specific Assignment and requested to submit (1) Short Technical Proposal (Methodology) on requested Assignment; (2) Financial Proposal (equal or lower than LTA fees) on requested Assignment. | 5 Days | Procurement Team | Final SR Form accompanied with ToR | Vendors prepare for the secondary competition |
| 7 | Invited Vendors for secondary competition respond to UNDP | Invited Vendors for secondary competition | SR Form signed/agreement, Technical and Financial Proposal, submitted | Response to SR Form  with supporting documents on  approach and proposed tools/Short technical proposal/ and financial fees |
|  | 7.1 Evaluation Criteria in secondary competition is based on highest combined scoring method, split to Technical and Financial (T 70 % + F 30 %) | N/A | Evaluation Team/Project Manager | Simplified Evaluation Matrix | To determine Best Value for Money (BVM) |
| 8 | UNDP evaluate, and award the Assignment to the BVM Offer | 0.5 Day | Evaluation Team, Project Manager | Simplified Evaluation Matrix | Awarded Vendor for the specific Assignment |
| **( C ) PHASE 3: ASSIGNMENT INITIATION** | | | | | |
| 8 | Internal control with team and budget details for the Response | 1 Day | Project Manager/ DRR |  | Final comments and feedback for the  assignment signed by  Project Manager/DRR |
| 10 | Assignment Initiation and respective team on the ground | Within 10 days | Selected Vendor /Project Manager | Team on the ground | Performing the services |
|  | 10.a Regret Letter to unsuccessful invited vendors (in secondary competition), with reasons for not being selected | 0.25 Day | Procurement Team, based on outcome of evaluation | Regret Email | Information to Unsuccessful invited vendor, to enhance transparency |
| 1 | Performance Evaluation of the Selected Vendor on deliverable basis | 2 days | Project Manager/GSSCPD | Deliverables submitted by the Selected Vendor | Presentation on the Deliverables for  Senior Management Team |
| 12 | Presentation of the deliverables to Senior Management Team and its clearance | 0.5 Days | RR, DRR, GSSCPD | Presentation of Deliverables | Endorsement for payment, as  described in the SR |
| 13 | Recording and monitoring the level of expense out of the LTA for ceiling amount | During | Project Manager/Procurement Team | Specific Service Requests | Monthly Report (showing the total  amount of service request as of the  end of each month as well as the  balance) |
| 14 | Monthly Vendor Performance Evaluation of the LTA Holder (selected vendor) through Monthly Coordination Meetings |  | Project Manager/GSSCPD (Steering Committee)/Procurement Team | List of deliverables  approved/ rejected/corrected  for the respective month | Written meeting minutes stating the  assessment of the LTA Holder’s performance and remedial actions |
| 15 | Vendor Performance evaluated by Senior Management semi-annually | 2 Days | Project Manager/RR/DRR/Procurement Team | Review of internal  assessments | Recommendation Note by Senior management to Team |
| In event that the Service Request cannot be fulfilled by any of LTA Holders, separate procurement process shall be initiated in line with UNDP Rules and Regulations. | | | | | |

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. [↑](#footnote-ref-1)