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REQUEST FOR PROPOSAL (RFP 008/20)

NAME & ADDRESS OF FIRM	DATE: February 7, 2020
	REFERENCE: Conducting of Final Evaluation for Electoral Support Project in Armenia (ESPA)

Dear Sir / Madam:

We kindly request you to submit your Proposal for Conducting of Final Evaluation for Electoral Support Project in Armenia (ESPA) (the detailed TOR is attached separately as Annex 1a).

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

Proposals may be submitted on or before, 2 March 2020, 4:00 pm local Yerevan time (GMT +4) via the following e-mail address: **tenders.armenia@undp.org**

Please note that proposals received through any other e-mail address will not be considered. Your Proposal must be expressed in the English, and valid for a minimum period of 60 days calendar days.

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

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

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

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

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

services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

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

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

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

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

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

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

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

*Procurement Unit
UNDP Armenia
2/10/2020*

Description of Requirements

Context of the Requirement	Conducting of Final Evaluation for Electoral Support Project in Armenia (ESPA)
Implementing Partner of UNDP	Central Electoral Commission of RA
Brief Description of the Required Services ¹	The selected Consulting Company will conduct the final evaluation of the Project to measure impact, if already available at this early stage, and to assess achievements and provide recommendations upon the completion of the project
List and Description of Expected Outputs to be Delivered	– As per Annex 1a – Terms of Reference (TOR)
Person to Supervise the Work/Performance of the Service Provider	Shalva Kipshidze, Chief Technical Adviser (CTA) Electoral Support Projects in Armenia (ESPA and ESPA 2) UNDP Armenia
Frequency of Reporting	<i>As per TOR (Annex 1a) Expected Outputs</i>
Progress Reporting Requirements	<i>As per TOR (Annex 1a) Expected Outputs</i>
Location of work	<input type="checkbox"/> Exact Address as provided below <input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	3 months after contract signing by both parties.
Target start date	15 March 2020
Latest completion date	15 April 2020
Travels Expected	As per Annex 1a – Terms of Reference (TOR)
Special Security Requirements	<input type="checkbox"/> Others <input checked="" type="checkbox"/> Not Required
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars (USD) <input checked="" type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency (AMD) (will be converted in accordance to UNORE)

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Value Added Tax on Price Proposal ²	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes			
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<input checked="" type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.			
Partial Quotes	<input checked="" type="checkbox"/> Not Permitted			
Payment Terms ³	Outputs	Percentage	Timing	Condition for Payment Release
	Submission of proposed methodology to UNDP	10%	30 days after contract signing,	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
	Finalizing the evaluation design and methods	20%		
	Round of in-country interviews conducted	20%		
	Preparation of evaluation draft report and shared with UNDP for comments	20%		
	Finalization evaluation report based on comments and inputs	20%		
	Presentation of final evaluation Report (optional)	10%		
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Alla Bakunts, Democratic Governance Portfolio Analyst, UNDP Armenia			

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Services
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution), where the minimum passing score of technical proposal is 70%. <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm (max score: 400), including: <ul style="list-style-type: none"> a. Demonstrated experience with project/programme assessments, evaluations; Proficiency in monitoring and evaluation techniques including in-depth interviews; focus group discussion and participatory information collection techniques; Strong analytical capacity. (max score: 150) b. Advanced experience in working with government agencies (central and local), civil society organizations and international organizations. Advanced communication capacity. Advanced IT and Microsoft office operating capacities. (max score: 150). c. Understanding of country context, electoral management, and electoral process in Armenia (max score: 100). <input checked="" type="checkbox"/> Methodology, its Appropriateness to the Conditions and Implementation Plan (max score: 250), including: <ul style="list-style-type: none"> - Task implementation approach, including detailed description of implementation methods and milestones to carry out the proposed task; a detailed work plan with timelines for the Deliverables/Outputs (max score: 250) <input checked="" type="checkbox"/> Qualification of Key Personnel (max score: 350), including: <ul style="list-style-type: none"> - Coordinator (Team Leader) with qualifications as per Annex 1 a, Terms of Reference, Section VI, Recruitment Qualifications, (max score: 150); - Expert 1 with qualifications as per Annex 1 a, Terms of Reference, Section VI, Recruitment Qualifications (max score: 100); - Expert 2 with qualifications as per Annex 1 a, Terms of Reference, Section VI, Recruitment Qualifications (max score: 100); <p><u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider.

Annexes to this RFP ⁴	<input checked="" type="checkbox"/> Detailed TOR (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) ⁵ <input type="checkbox"/> Others ⁶
Contact Person for Inquiries (Written inquiries only) ⁷	<i>Procurement Unit, UNDP Armenia procurement.armenia@undp.org</i> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	

⁴ Where the information is available in the web, a URL for the information may simply be provided.

⁵ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁶ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁷ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Project Final Evaluation
Terms of Reference

I. General Information

Project: Electoral Support Project in Armenia (ESPA)

Project and Output numbers: 00102091-00104274

Project budget: USD 4,012,126.47

Project duration: 25 July 2018 – 31 December 2019

Reports to: DG Portfolio Analyst

UN Agency: UNDP

Duty Station: Armenia

Duration of Assignment: 20 working days after signing the contract

II. Background Information

In response to a formal request from the Government of the Republic of Armenia to provide electoral assistance and based on recommendations of the UN Needs Assessment Mission deployed in July 2018, UNDP has developed “Electoral Support Project in Armenia” project document to assist the Armenian stakeholders in holding of early elections and strengthening capacity in post-Election period. The project envisaged to last 18 months and consisted of three components aiming to increase the credibility, inclusiveness and participation in the electoral process. The project’s overall strategy was to assist the Armenian authorities in, first of all, holding credible and inclusive early elections, and secondly, sustaining those achievements and building solid foundations for credible, inclusive and transparent elections in the future. More specifically, the project supported introduction of new technology to increase credibility of electoral process, increase inclusiveness and participation in elections, voter education, as well as strengthen capacity of electoral management bodies in Armenia.

The Project was structured in a manner to provide targeted, coordinated assistance broadly around four key areas: ensuring the continued use of the new technology introduced in 2017 elections; assisting authorities in implementing new aspects of the electoral laws and procedures, including improving voter registration; improving voter education, particularly regarding the novelties in the electoral procedures and laws; and increasing political participation of women and young voters.

These four areas were grouped in two outputs aiming to improve the credibility and inclusiveness of the electoral process overall, with a third output focusing on the post-electoral period and capacity-building of the electoral authorities.

The European Union, the Federal Republic of Germany, the United Kingdom of Great Britain and Northern Ireland, the Kingdom of Sweden and the Government of Armenia are the donors of the project. The budget of the project amounts to \$4,201,281.80 USD.

The extreme efforts and preparations in three main components (voter authentication, training, and voter education) have resulted in successful conduct of the Pre-term Parliamentary Elections that took place on 09 December 2018. According to the Central Electoral Commission (CEC) the voters’ turnout stood for 1,261,660 corresponding to 48.6 % of voters. The total number of registered voters is 2,593,140.

The Elections were generally observed as peaceful, technically sound and well organized.

International Election Observation Mission (IEOM) mission's statement of preliminary findings and conclusions was out already on 10 December, stating that "The 9 December early parliamentary elections were held with respect for fundamental freedoms... The Central Election Commission (CEC) conducted its work professionally and transparently and met all legal deadlines, despite the shortened timeframe...". The statement is available at:

<https://www.osce.org/odihr/elections/armenia/404591>

The number of invalid ballots in 2018 Pre-term Elections was 4,706, which is an exceptionally low figure as opposed to 2017 Parliamentary Elections, when it was ~7500, and moreover - in 2012 it was 50000.

For the first time ever after 1996 (when the Constitutional Court of Armenia was established) the results of the parliamentary elections have not been disputed at the Constitutional Court.

III. Objectives of Assignment

This final evaluation of the Project has been designed to measure impact, if already available at this early stage, and to assess achievements and provide recommendations upon the completion of the project. In particular, this external evaluation will focus on evaluating and learning from the project results and lessons throughout the project implementation. The findings and recommendations of the evaluation will inform the future initiatives by UNDP Armenia, the Government of Armenia and the main stakeholders. In this context, the evaluation will assess how the project has contributed towards its expected outcome of 'reinforcing democratic principles and institutions through the introduction of new voter authentication technology aimed at increasing the inclusivity and transparency of the electoral processes' and, overall, towards strengthening the capacity in the country to hold free and fair elections.

The results and recommendations will be used by UNDP broadly and by UNDP in Armenia in particular as a basis for developing future elections programmes and interventions at the national and local levels, in view of the continued cooperation with the Government of Armenia and the main stakeholders.

The independent external evaluation will be conducted by an independent company. The evaluation will assess the relevance, efficiency, and effectiveness of the project and will provide recommendations regarding the impact of the project. As stipulated in the project document the main stakeholders and, partners of the project are CEC of Armenia, EU, Governments of Armenia, Germany, Sweden and UK.

IV. Scope of Work, Expected Results/Deliverables/Final Products

In accordance with UNDP evaluation guidelines⁸, the evaluation will assess the project's implementation in terms of its effectiveness, efficiency, appropriateness, relevance, impact and sustainability. The specific objectives are:

1. To assess the achievement of stated project outcomes and outputs, taking into account the strengths and weakness of the project, and unexpected results.
2. To determine the overall efficiency in the utilization of resources in achieving results.
3. To assess the appropriateness of the design of the project and the implementation arrangements, including but not limited to the project modality, organizational structure, and coordination mechanisms set up to support the project.

⁸ For detailed information refer to the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (pages 168-170): <http://www.undp.org/evaluation/handbook>;

4. To assess the extent to which the project has contributed to the creation of an enabling environment, and the extent to which this has helped shape effective government policies and programming on disaster management and risk reduction.
5. To assess the sustainability of results and provide recommendations for sustaining the benefits of the project and how to improve sustainability in future initiatives.
6. To assess the approach to capacity development and whether initiatives have contributed to sustainability.
7. To review the effectiveness of the gender mainstreaming strategy and partnership strategy.
8. To gain insights into the level of client satisfaction with the project. The clients include community and local government beneficiaries; national government partners and donors.
9. To identify best practices and lessons learned which can be replicated.

The core criteria to be considered in this evaluation are as follows:

- **Relevance:** the extent to which intended outputs and outcomes of the project are consistent with national and local policies and priorities and the needs of intended beneficiaries.
- **Appropriateness:** feasibility of the delivery method.
- **Effectiveness:** the extent to which the intended results have been achieved and whether opportunities created by the project were equally accessible for women and men.
- **Efficiency:** how economically resources or inputs (e.g., funds, expertise and time) were converted to results.
- **Sustainability:** the extent to which benefits of the project continue after external development assistance has withdrawn. This includes evaluating the extent to which relevant social, economic, political, institutional, and other conditions are present and, based on that assessment making projection about the national capacity to maintain, manage and ensure the development results in future.
- **Impact:** changes in human development and people's well being that are brought about by development initiatives, directly or indirectly, intended or unintended.

EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

In accordance with UNDP evaluation guidelines, specific questions related to each of criteria can include the following:

Relevance: evaluate the pertinence of project objectives and purposes in relation to the project expected results (impact), target groups, direct and indirect beneficiaries.

1. What is the present level of relevance of the project?
2. Are the project overall objectives consistent with, and supportive of Partner Government policies?
3. Does the project still respond to the needs of the key partners?
4. Are the project objectives and results clear and logical, and do they address clearly identified needs?

5. Are there suitable and informative targets, e.g. are they Specific, Measurable, Achievable, Realistic and Time-bound (SMART)?
6. Are the activities planned appropriately to achieve output(s) and whether the output(s) lead to the expected project outcome?
7. Is the current design sufficiently supported by all stakeholders?
8. Have key stakeholders been involved in the design process?
9. Are coordination, management and financing arrangements clearly defined and do they support institutional strengthening and local ownership?
10. Are the objectives clearly understood by the project partners?
11. If applicable: How well has the project design been adapted to make it more relevant? Was it straightforward to do contractually?
12. Have the relevant cross-cutting issues (environment, gender, human rights and governance, donor coordination or others) been adequately mainstreamed in the project design?
13. Was the project aligned with government and UNDP priorities?
14. Was the project appropriate to the local context?

Effectiveness: evaluate project effectiveness and to what extent has the project produced its desired objectives.

1. How well is the project achieving its planned results?
2. Have the planned results to date been achieved?
3. Are the targets for the project appropriate and are they being reported against?
4. What is the quality of the results/services available?
5. Are there any factors which prevent target groups accessing the results/services?
6. To what extent has the project adapted or is able to adapt to changing external conditions (risks and assumptions) in order to ensure benefits for the target groups?
7. Are the risks and assumptions holding true? Are risk management arrangements in place?
8. To what extent are unplanned positive effects contributing to results produced/ services provided?

Efficiency: evaluate to what degree have resources been optimally used during project implementation, and has the project achieved satisfactory level of cost effectiveness.

1. How well are inputs/resources being managed?
2. To what degree are inputs provided/ available on time to implement activities from all parties involved?
3. To what degree are inputs provided/ available at planned cost (or lower than planned), from all parties involved?
4. Are project resources managed in a transparent and accountable manner?
5. Are all contractual procedures clearly understood and do they facilitate the implementation of the project?
6. How well is the implementation of activities managed?
7. Is an activity schedule (or work plan) and resource schedule available and used by the project management and other relevant parties?
8. To what extent are activities implemented as scheduled? If there are delays how can they be rectified?

9. Are funds committed and spent in line with the implementation timescale? If not, why not?
10. How well are activities monitored by the project and are corrective measures taken if required?
11. If appropriate, how flexible is the project in adapting to changing needs?
12. If appropriate how does the project co-ordinate with other similar interventions to encourage synergy and avoid overlaps?
13. How well are outputs achieved?
14. Have all planned outputs been delivered to date? And in a logical sequence?
15. What is the quality of outputs to date?
16. Are the outputs achieved likely to contribute to the intended results?
17. Are they correctly reflected through the targets?
18. Do the inter-institutional structures e.g. steering committees, technical team meeting and monitoring systems, allow efficient project implementation?
19. Have all partners been able to provide their financial and/or other contributions?

Sustainability: evaluate the contribution to sustainability of benefit streams (to what extent benefits will continue after the life of the project).

1. Is sustainability an integral part of the design i.e. is there a phase out/hand over strategy?
2. Is the sustainability strategy fully understood by the partners?
3. If the services/results have to be supported institutionally, are funds likely to be made available? If so, by whom?
4. Are the services/results affordable for the key partners at the completion of project?
5. What is the level of ownership of the project by key partners and will it continue after the end of external support?
6. How far the project is embedded in local structures?
7. To what extent are relevant key partners actively involved in decision-making concerning project orientation and implementation?
8. What is the likelihood that key partners will continue to make use of relevant results?
9. Do the key partners have any plans to continue delivering the stream of benefits and if so, are they likely to materialise?
10. What is the level of policy support provided and the degree of interaction between project and policy level?
11. What support has been provided from the relevant national, sectoral and budgetary policies?
12. Do changes in government policies and priorities affect the project and how well is it adapting in terms of long-term needs for support?
13. Are the material, services and equipment support likely to continue after the project has finished?
14. How well is the project contributing to institutional and management capacity?
15. What lessons can be drawn from the coordination efforts and working arrangements between the project team, its counterparts/beneficiaries, and partner organizations?

Impact: evaluate the project impact, if available at this early stage.

1. What are the direct impact prospects of the project at overall objective level?
2. What, if any impacts are already apparent?
3. What impacts appear likely?
4. Are the targets realistic and are they likely to be met?
5. Are any external factors likely to jeopardize the project's direct impact?
6. To what extent does/will the project have any indirect positive and/or negative impacts? (e.g., social, cultural, gender, economic)
7. Have there been/will there be any unplanned positive impacts on the planned key partners or other non-targeted communities arising from the project? How did this affect the impact?
8. Did the project take timely measures for mitigating the unplanned negative impacts? What was the result?

Recommendations, lessons learned and best practices.

1. Provide key recommendations related to the project design; project implementation; project management and management of resource; programmatic response.
2. What lessons can be learned from the project implementation in order to improve performance, result and effectiveness in the future.

EVALUATION METHODOLOGY

The evaluation will be conducted through a qualitative assessment method. The evaluation phases shall include, but not be limited to:

1. A desk review of relevant reports and data that will mainly address qualitative issues.
2. Submission to and discussion of the proposed methodology with UNDP
3. Field-research and visit to partners and beneficiaries, where more qualitative issues can be addressed.
4. Preparation of the evaluation report, findings and recommendations.
5. Review findings with stakeholders/partners and preparing a follow-up action plan to implement accepted recommendations

1. Desk Review

During the desk review, the written material that should be examined may include but may not be limited to:

- The original Project Document and any subsequent costed work-plans.
- The main project reports which will include key budgetary information.
- Minutes and conclusions of steering committee meetings, technical team meetings, strategic planning meeting.
- Progress reports.
- Summaries of the participatory processes, if any.
- Information on the activities of project implementation team
- Any other material that would be relevant.

2. Submission/discussion of Evaluation Methodology

Evaluation methodology should be submitted and discussed with UNDP Team for review and approval.

3. Field Visit

- Face-to-face discussions with the stakeholders, including members of the project implementation team. The evaluation team should provide, some days in advance of their visit, a note summarizing those issues that they would particularly look to explore further and a proposed schedule.
- Discussions with the key partners, target audience, and relevant stakeholders

3. Presentation of Results, Reporting and Final Submission

The final output of the evaluation will be a comprehensive report in UNDP format outlining the methodology pursued and main findings of the evaluation, including lessons learned and recommendations. The findings of the evaluation will be presented by the evaluator to UNDP, CEC, Government of Armenia and the main stakeholders for their review and inputs. Inputs will be integrated final evaluation report will be submitted to UNDP on the date agreed.

TIMEFRAME AND DELIVERABLES

	Number of days worked	Task
		Submission of proposed methodology to UNDP
		<i>Finalizing the evaluation design and methods</i>
		Round of in-country interviews conducted
		Preparation of evaluation draft report and shared with UNDP for comments
		Finalization evaluation report based on comments and inputs
		Presentation of final evaluation Report (optional)
Total working days	20	

EXPECTED RESULT

Submit the expected written outputs above in printed and soft versions; MS Word (.doc) format including power point presentation when necessary.

V. Required Competencies

- Demonstrated experience with project/programme assessments, evaluations;
- Proficiency in monitoring and evaluation techniques including in-depth interviews; focus group discussion and participatory information collection techniques;
- Strong analytical capacity;
- Advanced experience in working with government agencies (central and local), civil society organizations and international organizations.
- Understanding of country context, electoral management, and electoral process in Armenia,
- Advanced communication capacity
- Ability to work efficiently and provide high quality outputs under time pressure;
- Advanced IT and Microsoft office operating capacities

VI. Recruitment Qualifications

Evaluation team should be composed of evaluation team lead /coordinator and evaluation experts.

- Coordinator
 - Advanced Education in relevant fields e.g., Social Science and Humanity, Public Policy, International Development, Development Economics/Planning, Economic.
 - More than 5 years of experience in design, monitoring, management and evaluation of similar projects,
 - At least 5 years of experience in working with international organizations and donors;
 - Knowledge and understanding of international and country-level implementation of aid effectiveness agenda;
 - Excellent written and verbal communication skills in English and Armenian.
 - Understanding of cultural, socio-economic and political context in Armenia
- Evaluation experts:
 - 5 years of experience in monitoring and evaluation of similar projects
 - University degree in in relevant fields e.g., Social Science and Humanity, Economics, Audit.
 - Experience in working with international organizations and donors;
 - Excellent written and verbal communication skills in English and Armenian.
 - Proficiency in writing reports, effective communication.
 - Understanding of cultural, socio-economic and political context in Armenia.

Annex 1b: The Report should include but not be limited to the following headings

- Title and opening pages
- Table of contents
- Introduction
- Description of the intervention
- Evaluation Scope and objectives
- Evaluation approach and methodology
- Data analysis
- Findings and conclusion
- Recommendations
- Lessons learned
- Report Annex

Annex 2 - FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁹

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹⁰)

[insert: Location].

[insert: Date]

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

Dear Sir/Madam:

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

A. Qualifications of the Service Provider

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

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

B. Proposed Methodology for the Completion of Services

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

C. Qualifications of Key Personnel

⁹ This serves as a guide to the Service Provider in preparing the Proposal.

¹⁰ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

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

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

D. Cost Breakdown per Deliverable*

	Deliverables [list them as referred to in the RFP]	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Submission of proposed methodology to UNDP	10%	
2	Finalizing the evaluation design and methods	20%	
3	Round of in-country interviews conducted	20%	
4	Preparation of evaluation draft report and shared with UNDP for comments	20%	
5	Finalization evaluation report based on comments and inputs	20%	
6	Presentation of final evaluation Report (optional)	10%	
	Total	100%	

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

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

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Key Expert 1				
b. Key Expert 2				
c. ...				
d. Expert 3				
e. Expert 4				
f. ...				
2. Services from Field Offices				
a. Key Expert 1				
b. Key Expert 2				
c. Expert 3				
d. Expert 4				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				

4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				
TOTAL				

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

[Designation]

[Date]



*Empowered lives.
Resilient nations.*

Annex 3- UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES

(attached separately)