REQUEST FOR PROPOSAL (RFP 054/20)

NAME & ADDRESS OF FIRM

DATE: May 15, 2020

REFERENCE: Consultancy Services for Provision of Workshops on Climate Change Risks, Vulnerabilities, Impacts, and Adaptation

Dear Sir / Madam:

We kindly request you to submit your Proposal for Consultancy Services for Provision of Workshops on Climate Change Risks, Vulnerabilities, Impacts, and Adaptation (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 29 May 2020, 4:00 pm local Yerevan time (GMT +4) via email only:

to 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:

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Procurement Unit
UNDP Armenia
Description of Requirements

<table>
<thead>
<tr>
<th>Context of the Requirement</th>
<th>Consultancy Services for Provision of Workshops on Climate Change Risks, Vulnerabilities, Impacts, and Adaptation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Partner of UNDP</td>
<td>Ministry of Environment of RA (DIM modality)</td>
</tr>
<tr>
<td>Brief Description of the Required Services¹</td>
<td>The overall objective of the assignment is to design and implement two workshops for decision makers, specialists, experts and representatives of academic institutions and other stakeholders in agricultural and water segments contributing to the knowledge increase in climate change risks, vulnerabilities and adaption issues. The sessions should be organized out of Yerevan, in the one full day format</td>
</tr>
<tr>
<td>List and Description of Expected Outputs to be Delivered</td>
<td>– As per Annex 1a – Terms of Reference (TOR)</td>
</tr>
<tr>
<td>Person to Supervise the Work/Performance of the Service Provider</td>
<td>Gohar Hovhannisyan, “National Adaptation Plan to advance medium and long-term adaptation planning in Armenia” UNDP-GCF/00104267 Project Coordinator</td>
</tr>
<tr>
<td>Frequency of Reporting</td>
<td>As per TOR (Annex 1a) Expected Outputs</td>
</tr>
<tr>
<td>Progress Reporting Requirements</td>
<td>As per TOR (Annex 1a) Expected Outputs</td>
</tr>
<tr>
<td>Location of work</td>
<td>☐ Exact Address as provided below  ☒ At Contractor’s Location</td>
</tr>
<tr>
<td>Expected duration of work</td>
<td>5.5 months after contract signing by both parties.</td>
</tr>
<tr>
<td>Target start date</td>
<td>15 June 2020</td>
</tr>
<tr>
<td>Latest completion date</td>
<td>5 December 2020</td>
</tr>
<tr>
<td>Travels Expected</td>
<td>As per Annex 1a – Terms of Reference (TOR)</td>
</tr>
<tr>
<td>Special Security Requirements</td>
<td>☐ Others  ☒ Not Required</td>
</tr>
<tr>
<td>Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)</td>
<td>☐ Office space and facilities  ☐ Land Transportation  ☐ Others</td>
</tr>
<tr>
<td>Implementation Schedule indicating breakdown and timing of activities/sub-activities</td>
<td>☒ Required</td>
</tr>
<tr>
<td>Names and curriculum vitae of individuals who will be involved in completing the services</td>
<td>☒ Required  ☐ Not Required</td>
</tr>
</tbody>
</table>

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.
Currency of Proposal
☒ United States Dollars (USD)
☒ Local Currency (AMD) (will be converted in accordance to UNORE)

Value Added Tax on Price Proposal\(^2\)
☐ must be inclusive of VAT and other applicable indirect taxes
☒ must be exclusive of VAT and other applicable indirect taxes

Validity Period of Proposals (Counting for the last day of submission of quotes)
☒ 60 days
☐ 90 days
☐ 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
☒ Not Permitted

Payment Terms\(^3\)

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Percentage</th>
<th>Timing</th>
<th>Condition for Payment Release</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1. Finalized methodology and curricula of the training session submitted. Visual materials confirmed with the project management prepared. Expert candidates to be involved in the training identified.</td>
<td>40%</td>
<td>2 months after contract signing</td>
<td>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.</td>
</tr>
<tr>
<td>Deliverable 2. Two workshops one per each sector for at least 20 representatives from each sector organized and carried out in accordance with the program confirmed by the Project Management. Summary of the ideas generated during the training sessions submitted. Photo materials covering the highlights of the training sessions provided.</td>
<td>60%</td>
<td>5 months after contract signing</td>
<td></td>
</tr>
</tbody>
</table>

\(^2\) 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.
### Deliverable 3. Final report on the implemented activities, incorporating all comments from the Project Management, submitted

5.5 months after contract signing

Person(s) to review/inspect/approve outputs/completed services and authorize the disbursement of payment

Gohar Hovhannisyan, “National Adaptation Plan to advance medium and long-term adaptation planning in Armenia” UNDP-GCF/00104267 Project Coordinator

<table>
<thead>
<tr>
<th>Type of Contract to be Signed</th>
<th>☒ Contract for Services</th>
</tr>
</thead>
</table>
| Criteria for Contract Award   | ☐ Lowest Price Quote among technically responsive offers  
                            ☒ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution), where the minimum passing score of technical proposal is 70%.  
                            ☒ 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. |

<table>
<thead>
<tr>
<th>Criteria for the Assessment of Proposal</th>
<th>Technical Proposal (70%)</th>
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#### 8. Qualifications of the Key Personnel

- **Expertise of the Firm (max score: 300), including:**
  - At least 5 years of work experience at national or international level in agricultural and water sectors (max score: 100);
  - providing high quality delivery of education/trainings and presentations;
  - providing quality technical reports
  - Good knowledge of the context of climate change risks in Armenia, particularly in regard to agricultural and water segments (max score: 100).
  - Good understanding of the context of sustainable agriculture and water management (max score: 100).

- **Methodology, its Appropriateness to the Conditions and Implementation Plan (max score: 250), including:**
  - 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)

- **Qualification of Key Personnel (max score: 450), including:**
  - **Project leader** – with minimum of 5 years of managerial experience. (max score: 150);
  - **Key Expert 1:** One specialist in the field of agronomy, sustainable agriculture or other relevant field with minimum of 7 years of experience (max score: 100);
- **Key Expert 2: Lecturer**
  One specialist in the field of water sector with minimum of 7-years of experience *(max score: 100)*;

- **Key Expert 3: Lecturer**
  One specialist with good knowledge of climate change issues with minimum 5 years of experience in environmental field *(max score: 100)*;

**Financial Proposal (30%)**
To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.

<table>
<thead>
<tr>
<th>UNDP will award the contract to:</th>
<th>☒ One or more Service Providers, depending on the following factors: as per maximum number of lots.</th>
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</table>
| Annexes to this RFP^4 | ☒ Detailed TOR (Annex 1)  
☒ Form for Submission of Proposal (Annex 2)  
☒ General Terms and Conditions / Special Conditions (Annex 3)^5  
☐ Others^6 |
| Contact Person for Inquiries (Written inquiries only)^7 | *Procurement Unit, UNDP Armenia procurement.armenia@undp.org*  
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] | |

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^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.
Annex 1a

“National Adaptation Plan to advance medium and long-term adaptation planning in Armenia”
UNDP-GCF/00104267 project

TERMS OF REFERENCE

Consultancy Services for Provision of Workshops on Climate Change Risks, Vulnerabilities, Impacts, and Adaptation

1. Project Background
With financing from the Green Climate Fund, the "National Adaptation Plan (NAP) to advance medium and long-term adaptation planning in Armenia" project (the Project) supports the Government of Armenia to develop a national plan for climate change adaptation (CCA) through an iterative process focused on strengthening foundational capacities to ensure that they are institutionalized for long-term sustainability. The Project aims to address existing barriers, support the prioritization of climate change adaptation investments in six priority sectors, including water resources, agriculture, energy, health, tourism and human settlements, and increase the identification of finance options.

2. Project Objective
With the development of a NAP process, Armenia will lay the groundwork for the systemic and iterative identification of medium- and long-term risks, establish adaptation priorities and build out specific activities that ensure no one is left behind in the country’s work to reach its goals outlined through the Paris Agreement and 2030 Agenda for Sustainable Development. As part of the localization of the Sustainable Development Goals (SDGs), the NAP process will contribute to the formulation of corresponding national climate-responsive indicators and targets.

Further information about the Project can be obtained at http://www.natureic.am/en/projects/National-Adaptation-Plan/1030.

3. Objective of the assignment
The overall objective of the assignment is to design and implement two workshops for decision makers, specialists, experts and representatives of academic institutions and other stakeholders in agricultural and water segments contributing to the knowledge increase in climate change risks, vulnerabilities and adaption issues. The sessions should be organized out of Yerevan, in the one full day format.

4. Scope of Work
Under the overall supervision of the Climate Change Programme Coordinator, in cooperation and guidance of the Project’s Coordinator and Communication team (together Project Management), the contractor will be responsible for the following:

Task 1. Develop a methodology and a program for workshops, ensuring regional and gender-balanced participation of decision makers, specialists from relevant public institutions, regional administrations, organizations providing extension services to farmers, representatives of academic institutions and other stakeholders in agricultural and water segments.

- Review of the relevant literature:
  i) Climate change hazards and risks specific for Armenia;
  ii) Climate change risk mitigation best practice examples, including gender issues;
  iii) Climate change impact specific to the selected segments and Armenia;
  iv) Brief introduction to National Adaptation Plan to advance medium and long-term adaptation planning preparation process, stages, importance and opportunities.
• Develop written content of specialized modules that will include but be not limited to:
  i) Awareness raising and understanding of climate change related issues;
  ii) Identification of the main climate change related risks specific to the country and to the target region;
  iii) Climate change risks, vulnerabilities and opportunities for agricultural and water sectors;
  iv) Appropriate activities to achieve specific results and effective use of global and local good practice examples;
  v) Inside for considering the climate change risk mitigation and adaptation in development planning process;
  vi) Role of agricultural and water sector in National Adaptation Plan development;
  vii) Handouts for distribution to participants.

• Ensure workshop modules cover all thematic topics mentioned above for each sector separately, and are organized with the duration of one full day (at least 6 hours) per each workshop. Duration of the workshops may be changed in case another format better suits the availability of participants and ensures a more active participation. Final recommendation should be provided to the Project coordinator at least two weeks prior to the event.

• Provide draft versions of the methodology and program (including tentative agenda, location and date as well as lists of participants, selection criteria, CVs of workshop facilitators) to the Project coordinator in Armenian and English languages two weeks prior to the event. Make appropriate changes to the proposal in accordance with the received comments (if any). Confirm and Agree final versions with the Project coordinator at least one week prior to the event. Provide and agree samples of printed materials in Armenian and English languages one week prior to the event.

• Provide draft presentations for all thematic topics at least one week prior to the event. Finalize according to the received feedback.

Deliverables. Finalized methodology and curricula of the training sessions submitted. Visual materials confirmed with the project management prepared. Facilitators finalized, presentations submitted.

Task 2. Organize and implement workshops.

• Identify main stakeholders to be invited to each module (workshop). Secure participation of at least 20 stakeholders from each sector and for each workshop, ensuring proper gender inclusivity (at least 1/3 to be female participants). Finalize based on received comments.

• Ensure proper preparation of the workshop through:
  i) Development and distribution of relevant materials, such as agenda, invitation letters, registration lists, training materials, feedback collection forms, etc.
  ii) Implementation of necessary logistic arrangements, including: reservation of venue equipped with proper technical and space capacity, transportation of participants, organization of coffee breaks/ lunch, provision of photo shooting during the events, etc.

• Organize and implement at least two workshops (at least one per each sector, with the required total number of participants per sector) during the period of September - November, 2020.

• Use a participatory and interactive teaching approach with the participants:
  i) Inclusion of interactive hazard mapping and other visual materials in the workshop presentations;
  ii) Ensuring various exercises, networking motivation, interaction, teamwork and group discussions;
  iii) Provision of feedback by each participant during the session through a developed comprehensive feedback form;
iv) Collection and systematization of ideas on climate change adaptation in the sector, comments and suggestions provided by the participants during the workshop.

- Provide photo shooting during the workshops and prepare photo materials covering the highlights of the event.

All organizational costs, such as event venue reservation, accommodation, transportation of participants, printing of materials, technical equipment, etc., should be covered by the contractor. Transportation costs of UNDP experts and specialists will be covered by UNDP.

**Deliverables.** Two workshops for at least 20 representatives from each sector organized and carried out in accordance with the program confirmed by the Project Management. Summary of the ideas generated during the trainings submitted. Photo materials covering the highlights of the training sessions provided.

**Task 3. Prepare a comprehensive report accompanied by an evaluation of the objectives and expectations of participants.**

- Initial version of the report should include the following elements
  i) Context of the activity: objectives, list of participants, selection criteria and contact details.
  ii) Content of the workshop: preparatory stage, methodology, modules.
  iii) Evaluation of the modules.
  iv) General feedback of participants on the quality and relevance of the workshops.
  v) Systematized document containing all comments and suggestions provided by the participants.
  vi) Photo materials, featuring all activities implemented during the workshops.
  vii) Recommendations for the need for future trainings based on collected feedback.

- Initial version of the report should be provided for the attention of the Project coordination within two weeks after the workshops. In case modules are organized longer than within one month initial version of the report should be submitted separately for each module.

- Final version of the report including all revisions and comments from the Project coordinator for both modules, proofread and in Armenian and English languages should be provided by the end of the contract duration.

**Deliverables.** Final report on the implemented activities, incorporating all comments from the Project Management, submitted.

5. **Modalities of work**

The selected Consulting Company will report directly to UNDP Climate Change Program Coordinator and UNDP-GCF Project Manager. In the course of assignment, the Consultant will also have to coordinate closely with the project’s communications team. Any type of data must be presented to the Project Management and will be finalized after the consultation and approval.

6. **Expected Deliverables and Draft Timeframe of the Services**

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>1.5 months after contract signing</th>
<th>5 months after contract signing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Methodology, list of used literature, program of trainings, schedules, program materials developed and agreed with project coordinator</td>
<td>1.5 months after contract signing</td>
</tr>
<tr>
<td></td>
<td>Stakeholders for each training module identified</td>
<td>5 months after contract signing</td>
</tr>
<tr>
<td>2.</td>
<td>At least two workshops completed</td>
<td>1.5 months after contract signing</td>
</tr>
<tr>
<td></td>
<td>Participation of at least 20 stakeholders with the proper gender inclusion ensured in each sector.</td>
<td>5 months after contract signing</td>
</tr>
<tr>
<td></td>
<td>Feedback collection from participants performed and evaluated</td>
<td>1.5 months after contract signing</td>
</tr>
<tr>
<td></td>
<td>Suggestions and references from participants collected and</td>
<td>5 months after contract signing</td>
</tr>
</tbody>
</table>
7. Qualifications of the Company
The Company should demonstrate its capability and thorough understanding of the work to be carried out, as outlined in Terms of Reference and present clear action plan for implementing the task, it should also be able to mobilize resources and experts in order to successfully implement the works defined as per the Terms of Reference. The requirements for this contract are as follows:

a) Contractor should be a legally registered entity, or consortium of legal entities.

b) Expertise of the Company:

1. At least 5 years of work experience at national or international level in agricultural and water sectors
   • providing high quality delivery of education/trainings and presentations
   • providing quality technical reports.
2. Good knowledge of the context of climate change risks in Armenia, particularly in regard to agricultural and water segments.
3. Good understanding of the context of sustainable agriculture and water management.

8. Qualifications of the Key Personnel

i) Project leader – with minimum of 5 years of managerial experience.
ii) One specialist in the field of agronomy, sustainable agriculture or other relevant field with minimum of 7 years of experience.
iii) One specialist in the field of water sector with minimum of 7-years of experience
iv) One specialist with good knowledge of climate change issues with minimum 5 years of experience in environmental field.

9. Schedule of Payments
Payment per each deliverable as referred to in ToR will be done after full clearance of the deliverables by the Project Management Team. Payment will be made in two installments upon timely completion of respective deliverables.

<table>
<thead>
<tr>
<th>Description of deliverables</th>
<th>Payment (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliverable 1.</strong> Finalized methodology and curricula of the training session submitted. Visual materials confirmed with the project management prepared. Expert candidates to be involved in the training identified.</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Deliverable 2.</strong> Two workshops one per each sector for at least 20 representatives from each sector organized and carried out in accordance with the program confirmed by the Project Management. Summary of the ideas generated during the training sessions submitted. Photo materials covering the highlights of the training sessions provided.</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Deliverable 3.</strong> Final report on the implemented activities, incorporating all comments from the Project Management, submitted.</td>
<td></td>
</tr>
</tbody>
</table>
Annex 2 - FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

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

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.

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8 This serves as a guide to the Service Provider in preparing the Proposal.
9 Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes
C. Qualifications of Key Personnel

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

a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are 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*

<table>
<thead>
<tr>
<th>Deliverables [list them as referred to in the RFP]</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Deliverable 1. Finalized methodology and curricula of the training session submitted. Visual materials confirmed with the project management prepared. Expert candidates to be involved in the training identified.</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>2 Deliverable 2. Two workshops one per each sector for at least 20 representatives from each sector organized and carried out in accordance with the program confirmed by the Project Management. Summary of the ideas generated during the training sessions submitted. Photo materials covering the highlights of the training sessions provided.</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>3 Deliverable 3. Final report on the implemented activities, incorporating all comments from the Project Management, submitted.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*This shall be the basis of the payment tranches

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

<table>
<thead>
<tr>
<th>Description of Activity</th>
<th>Remuneration per Unit of Time</th>
<th>Total Period of Engagement</th>
<th>No. of Personnel</th>
<th>Total Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Personnel Services</td>
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</tr>
<tr>
<td>1. Services from Home Office</td>
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<tr>
<td>a. Key Expert 1</td>
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<tr>
<td>b. Key Expert 2</td>
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<td>c. ...</td>
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<td>d. Expert 3</td>
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<td>e. Expert 4</td>
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<td>f. ...</td>
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<td>2. Services from Field Offices</td>
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<td>a. Key Expert 1</td>
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<tr>
<td>b. Key Expert 2</td>
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<td>c. Expert 3</td>
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<td>d. Expert 4</td>
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<td>3. Services from Overseas</td>
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<td>a. Expertise 1</td>
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<tr>
<td>b. Expertise 2</td>
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<td><strong>III. Other Related Costs</strong></td>
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[Name and Signature of the Service Provider’s Authorized Person]
[Designation]
[Date]
Annex 3 - UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES

(attached separately)