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REQUEST FOR PROPOSAL

Consultant recruitment for Midterm Evaluation of the Regional
Stabilization Facility for the Lake Chad

RFP No.: RFP/DRH/STAB-LC/011/2021

Project: STABIZATION

Country: CHAD

Issued on: 8 April 2021

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SECTION 1. LETTER OF INVITATION

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

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

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

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

Please acknowledge receipt of this RFP by sending an email to rcd.soumissions@undp.or.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:
Procurement Team

Approved by:

Name:
Title: Procurement officer
Date: **April 8, 2021**

Name: [insert name of Procurement Reviewer]
Title: Représentant Résident Adjoint Opérations
Date: **April 8, 2021**

SECTION 2. INSTRUCTION TO BIDDERS

A. GENERAL PROVISIONS

<p><i>1. Introduction</i></p>	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
<p><i>2. Fraud & Corruption, Gifts and Hospitality</i></p>	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct</p>
<p><i>3. Eligibility</i></p>	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>

<p>4. <i>Conflict of Interests</i></p>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<p>B. PREPARATION OF PROPOSALS</p>	
<p>5. <i>General Considerations</i></p>	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
<p>6. <i>Cost of Preparation of Proposal</i></p>	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>

7. <i>Language</i>	7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
8. <i>Documents Comprising the Proposal</i>	8.1 The Proposal shall comprise of the following documents: a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
9. <i>Documents Establishing the Eligibility and Qualifications of the Bidder</i>	9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.
10. <i>Technical Proposal Format and Content</i>	10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP. 10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive. 10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP 10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.
11. <i>Financial Proposals</i>	11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. 11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price. 11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.
12. <i>Proposal Security</i>	12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal. 12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected. 12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.

	<p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> i. to sign the Contract after UNDP has issued an award; or <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<p>13. <i>Currencies</i></p>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <ul style="list-style-type: none"> a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.
<p>14. <i>Joint Venture, Consortium or Association</i></p>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p>

	<p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
<p><i>15. Only One Proposal</i></p>	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <p>f) they have at least one controlling partner, director or shareholder in common; or</p> <p>g) any one of them receive or have received any direct or indirect subsidy from the other/s; or</p> <p>h) they have the same legal representative for purposes of this RFP; or</p> <p>i) 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;</p> <p>j) 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</p> <p>k) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</p>
<p><i>16. Proposal Validity Period</i></p>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<p><i>17. Extension of Proposal Validity Period</i></p>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in</p>

	which case, such Proposal will not be further evaluated.
<i>18. Clarification of Proposal</i>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
<i>19. Amendment of Proposals</i>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<i>20. Alternative Proposals</i>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<i>21. Pre-Bid Conference</i>	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>
C. SUBMISSION AND OPENING OF PROPOSALS	

<p>eTendering submission</p>	<p>Failure to provide correct password may result in the proposal being rejected.</p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS. d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/
<p>23. <i>Deadline for Submission of Proposals and Late Proposals</i></p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>24. <i>Withdrawal, Substitution, and Modification of Proposals</i></p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has</p>

	been opened
25. <i>Proposal Opening</i>	25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.
D. EVALUATION OF PROPOSALS	
26. <i>Confidentiality</i>	26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award. 26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.
27. <i>Evaluation of Proposals</i>	27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals. 27.2 Evaluation of proposals is made of the following steps: a) Preliminary Examination b) Minimum Eligibility and Qualification (if pre-qualification is not done) c) Evaluation of Technical Proposals d) Evaluation of Financial Proposals
28. <i>Preliminary Examination</i>	28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.
29. <i>Evaluation of Eligibility and Qualification</i>	29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria). 29.2 In general terms, vendors that meet the following criteria may be considered qualified: e) 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; f) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, g) 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; h) They are able to comply fully with UNDP General Terms and Conditions of Contract;

	<ul style="list-style-type: none"> i) They do not have a consistent history of court/arbitral award decisions against the Bidder; and j) They have a record of timely and satisfactory performance with their clients.
<p>30. <i>Evaluation of Technical and Financial Proposals</i></p>	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;">TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;">FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
<p>31. <i>Due Diligence</i></p>	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information

	<p>provided by the Bidder;</p> <p>b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</p> <p>c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;</p> <p>d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;</p> <p>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</p> <p>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</p>
<p>32. <i>Clarification of Proposals</i></p>	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
<p>33. <i>Responsiveness of Proposal</i></p>	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
<p>34. <i>Nonconformities, Reparable Errors and Omissions</i></p>	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <p>a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit</p>

	<p>price shall be corrected;</p> <p>b) 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</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35. <i>Right to Accept, Reject, Any or All Proposals</i>	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. <i>Award Criteria</i>	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. <i>Debriefing</i>	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. <i>Right to Vary Requirements at the Time of Award</i>	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. <i>Contract Signature</i>	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. <i>Contract Type and General Terms and Conditions</i>	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41. <i>Performance Security</i>	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the

	performance security by UNDP shall be a condition for rendering the contract effective.
42. <i>Bank Guarantee for Advanced Payment</i>	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43. <i>Liquidated Damages</i>	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44. <i>Payment Provisions</i>	44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
45. <i>Vendor Protest</i>	45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html
46. <i>Other Provisions</i>	46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence. 46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence. 46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 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 or French
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	Choose an item. Not organised
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will be imposed as follows: UNDP will strictly apply the penalties for late delivery: 0.5% of the contract amount per day of delay up to a maximum of one month. Beyond one month's delay, the contract will be terminated.

			Percentage of the contract price per day of delay: 0,5%. Maximum number of days of delay 30 days, after which UNDP may terminate the contract
9	40	Performance Security	Not Required
10	18	Currency of Proposal	XAF
11	31	Deadline for submitting requests for clarifications/ questions	07 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	focal point PNUD : Programme Régional STABILISATION Adresse : Hub sous-Régional du PNUD Dakar Adresse électronique : red.soumissions@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 the website UNDP Procurement Notice _Procurement Notice
14	23	Deadline for Submission	Submissions will be accepted until April 22, 2021 at 3pm GMT 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	<input type="checkbox"/> e-Tendering via the E-tendering platform
15	22	Proposal Submission Address	<u>[Insert Physical or E-mail Address]</u> <u>[For eTendering method, keep link below and insert Event ID information]</u> https://etendering.partneragencies.org <u>Insert BU Code and Event ID number</u>
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted.

			<ul style="list-style-type: none"> ▪ Password for technical proposal <u>must</u> not be provided to UNDP until the date as indicated in No. 14 (<i>for email submission only</i>) ▪ Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP ▪ Max. File Size per transmission: 50 MB ▪ Mandatory subject of email: RFP/DRH/STAB-LC/011/2021 ▪ Documents which are required in original (e.g. Proposal Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission: UNDP Regional Hub For West And Central Africa COMPLEXE CITAMIL, Immeuble E, Point E BP 5640 Dakar, Sénégal
17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70%.</p>
18		Expected date for commencement of Contract	<i>May 3, 2021</i>
19		Maximum expected duration of contract	30 days
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	<p>Purchase Order and Contract for Goods and Services for UNDP</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
22	39	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Professional Services</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
23		Other Information Related to the RFP	<i>[All other instructions and information not yet mentioned so far in this Data Sheet but are relevant to the RFP must be cited here, and any further entries that may be added below this table row]</i>

Section 4. Evaluation Criteria

Preliminary Examination Criteria

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

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

Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
	<input checked="" type="checkbox"/> Commercial Register; <input checked="" type="checkbox"/> Certificate of no tax liability (Quitus). <input checked="" type="checkbox"/> Certified financial statements for the last three years (2018-2019 and 2020).	

<p>QUALIFICATION</p>	<p>Qualifications of the Service Provider</p> <p>The Service Provider must describe and explain why it is best suited to meet UNDP requirements by indicating the following:</p> <p>(a) Profile - describing the nature of the business, area of expertise, licenses, certifications, accreditations;</p> <p>b) Business licenses - registration documents, proof of tax payment, etc;</p> <p>c) Most recent audited financial statements - income statement and balance sheet to demonstrate financial stability, liquidity, solvency and reputation in the market, etc;</p> <p>(d) Track record - a list of clients who have received services similar to those requested by UNDP, including a description of the purpose of the contract, the duration of the contract, the value of the contract, and references to contact;</p> <p>(e) Certificates and accreditations - including quality certificates, patent registrations, environmental sustainability certificates, etc.</p> <p>(f) Written statement of non-inclusion on the UN Security Council 1267/1989 list, the UN Procurement Division list or any other UN debarment list.</p> <p>Translated with www.DeepL.com/Translator (free version)</p>	
<p>History of Non-Performing Contracts¹</p>	<p>Non-performance of a contract did not occur as a result of contractor default for the last 3 years.</p>	<p>Form D: Qualification Form</p>

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.

Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 05 years of relevant experience.	Form D: Qualification Form
	Minimum 03 contracts of similar value, nature and complexity implemented over the last 03 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD 45 000 for the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
EVALUATION PURPOSE, SCOPE AND OBJECTIVES	<p>UNDP commissions Project evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the Regional/country level as articulated in Regional programme document (RPD). UNDP is commissioning this project evaluation on Regional Stabilisation Facility for the Lake Chad to capture evaluative evidence of the relevance, effectiveness, efficiency, coherence and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives.</p> <p>The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to a) the adaptive and iterative approach the Facility will take to ensure the log frame and results matrix remain valid, b) the nexus and rights-based approaches, c) gender mainstreaming and d) the organisational and financial set-up. The evaluation will include an analysis of synergies between RSF and other key UN and other partners' interventions, which help support the achievement of RSF objectives. The evaluation will highlight strengths, weaknesses/gaps, good practices and provide forward looking recommendations for future assistance.</p>	

	<p>The mid-term evaluation will be carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of the Regional Bureau for Africa, this midterm evaluation will be conducted to assess the impact of RSF on the two result areas. It will cover all programme outcomes and outputs as stated in the project document from January 2020 to date. It will also serve for accountability, providing stakeholders and partners with an impartial mid-term assessment of the results of the regional and national level support.</p> <p>The mid-term evaluation will be conducted during the months of April 2021 – June 2021, assessing: the efficacy of the project design and governance structure, relevance of the project outputs, specific contributions and efficiency and effectiveness of technical assistance, and sustainability of interventions. The evaluation must include an analysis of how RSF interventions address conflict sensitivity, gender and Human Rights based approaches.</p> <p>Specifically, this project evaluation will assess</p> <ul style="list-style-type: none"> • The relevance and strategic positioning of UNDP support to the Lake Chad facility • Progress made to date in each of 2 result areas mentioned above, including contributing factors and constraints; • partnership strategy in relation to project • The (institutional and financial) frameworks and strategies made up to support these 2 result area and whether they are well conceived for achieving planned objectives ; • The efficiency and effectiveness of the Management systems (financial management, coordination between regional and national management, M&E systems) and; • Project governance structures. <p>It is expected that evaluation results will be used in the formulation of the next regional programme document and to guide the next phase of the project. Results should also feed into other relevant evaluations planned by the Independent Evaluation Office in, such as the Global / SP Programme Evaluation.</p>	
<p>EVALUATION CRITERIA AND KEY GUIDING QUESTIONS</p>	<p>The mid-term evaluation seeks to answer guiding questions, focused around the OECD DAC evaluation criteria of relevance, effectiveness, efficiency, coherence and sustainability. The independent consultants will propose a revised list of criteria and guiding questions prior to launching the mid-term evaluation. Below are some questions that could inspire the evaluation:</p>	

Relevance

- To what extent is the RSF responsive to the changing social, economic and political environment in Region, sub-regional and at national levels and how should it adapt to these changes?
- To what extent was the method of delivery selected by UNDP appropriate to the development context in the region?
- To what extent was the theory of change presented in the outcome models a relevant and appropriate vision on which to base the initiatives?

Effectiveness

- To what extent is the current RSF on track to achieve planned results (intended and unintended, positive or negative) for the priority areas? In which areas does the project have the greatest and fewest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements or what has been the constraining factors and how could they be overcome?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- How were the United Nations programming principles including gender and human rights mainstreamed in the design, implementation and monitoring and evaluation of the RSF and how have they benefited from the work of UNDP in the region? Were there any unintended effects?
- To what extent have the significant financing gap affected results?
- To what extent have different financing models (earmarked/unearmarked/specific country windows, etc) by the various donors affected results?
- To what extent have knowledge management contributed to the results attained?
- Which programme areas are the most relevant and strategic for UNDP to scale up or consider or not going forward?
- To what extent has UNDP improved the capacities of partners to advocate and deliver on the priority areas? To what extent have stakeholders been involved in project implementation
- To what extent has the Secretariat been able to form and maintain partnerships with other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

Efficiency

- To what extent have UNDP project management structure including the Secretariat practices, M&E, policies, organisational and financial structures, processes and decision-making capabilities affected the achievement of the RSF programme's outcomes?
- To what extent were quality regional programme outputs delivered and on time? Were there any unanticipated events, opportunities or constraints contributed to or hindered the delivery of the interventions on timely manner?
- Have associated risks at the regional, national and local level been anticipated and addressed?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Coherence

- To what extent the policies of different actors in the region were complementary or contradictory in adding value while avoiding duplication of effort?
- To what extent the project was effective in coordinating its activities with UN agencies, relevant development partners, donors, CSO, NGOs and academic institution?
- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?

Sustainability

- What is the likelihood that the benefits that resulted from the RSF will continue at Regional and sub regional levels through adequate ownership, commitment, financing and willingness displayed by the member states/Governments?
- To what extent are policy, financing and regulatory frameworks in place that will support the continuation of benefits?
- Looking at the past, the present and the future, how well designed is the RSF in order to remain valid in light of the changing environment?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?
- To what extent do partnerships exist with other regional institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

	<ul style="list-style-type: none"> • Was the choice and adaptation of technology appropriate to sustain result? • To what extent does political stability, crises and shocks, and natural disasters affect the sustainability of results? <p>Based on the identified criteria and guiding questions, the independent consultants are expected to provide overarching conclusions on RSF results in the priority areas of support, as well as recommendations on how the Secretariat could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the RSF fully achieves current planned outcomes and is positioned for sustainable results in the future. The mid-term evaluation is additionally expected to offer lessons for UNDP support in the region and elsewhere based on this analysis and provide recommendations for the success of the RSF.</p>	
EVALUATION PRODUCTS (DELIVERABLES)	<p>The following reports and deliverables are required for the mid-term evaluation.</p> <ul style="list-style-type: none"> • Mid-term evaluation inception report (10-15 pages): One and half week after the contract signing, the lead evaluator of the team/consortium/firm will produce an inception report containing the proposed theory of change for RSF work on priority areas in the region. The inception report should include a mid-term evaluation matrix presenting the guiding mid-term evaluation questions (to be inspired by the above list but not limited to it, keeping in mind the mid-term nature of this evaluation), data sources, data collection tools and protocols and limitations, analysis tools, evaluation approach and methods to be used, a draft of the report structure. The inception report should be carried out following and based on preliminary discussions with UNDP Stabilization Unit (Dakar Hub) after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution etc.). • Mid-term evaluation debriefings: During the process, the UNDP Stabilization Unit (Dakar Hub) may ask for preliminary debriefings on findings and recommendations which could include donor partners. • Draft mid-term evaluation report (within an agreed length): will be shared with the project stakeholders and the RSF Team and presented in a validation workshop (if applicable), that the RSF coordination team will organize. Feedback received from these sessions should be taken into account when preparing the final report. The evaluators will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the final report. The Coordination and key stakeholders in the evaluation will 	

	<p>review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.</p> <ul style="list-style-type: none"> • Final mid-term evaluation report: including lessons learned and presentation material (PPT) for a presentation to stakeholders and/or the evaluation reference group. • Final mid-term evaluation briefing: and other knowledge products or participation in knowledge-sharing events, if relevant. <p>In line with the UNDP’s financial regulations, when determined by the regional/Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.</p>	
<p>METHODOLOGY</p>	<p>As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager. If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.</p> <p>The mid-term evaluation will be carried out by an independent</p>	

firm/consortium/team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including regional bodies, governments where programmes or advisory support were provided, academics and subject experts, private sector representatives etc. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report.

The RSF midterm evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions and progress in the three priority areas. The evaluators will develop a logic model of how RSF interventions are expected to lead to improved quality results.

Evaluation should use a combination of both qualitative and quantitative evaluation methods and instruments. The steps in data collection may include some or all of the following:

- Document review of all relevant documentation. This would include a review of inter alia, Project document (contribution agreement); Theory of change and results framework; Programme and project quality assurance reports; Annual workplans; Activity designs; Consolidated quarterly and annual reports; Results-oriented monitoring report; Highlights of project board meetings; Technical/financial monitoring reports etc.
- Review/Development of evaluation questions/sub questions around relevance, effectiveness, efficiency, coherence and sustainability and designed for different stakeholders to be interviewed;
- Semi-structured interviews with key stakeholders including key Regional, sub-regional, government counterparts, donor community members, representatives of key civil society organizations, United Nations Agency members and implementing partners:
 - Key informant interviews with men and women, beneficiaries and stakeholders;
 - All interviews should be undertaken in full confidence and anonymity. The final mid-term evaluation report should not assign specific comments to individuals;
- Surveys and questionnaires including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries;
- Other methods such as outcome mapping etc;
- Data review and analysis of monitoring and other data sources and methods;

	<ul style="list-style-type: none"> • Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources. <p>This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.</p>	
<p>EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES</p>	<p>Minimum Organization Requirements</p> <p>A partnership/ consortium of consultants or firm will be contracted to carry out the Midterm regional programme evaluation. The team leader will be responsible for submitting the proposal and should assign/select a team (desirable with gender balance) to work on this assignment. The proposal should include the CV’s of each team member. It is expected that the partnership of consultants/consortium or firm makes use of relevant international and local expertise if possible. It is desirable to have team members with experience working in the region</p> <p>The required expertise and skills of the team members that will be required to adequately carry out this task are detailed below:</p> <p>Functional competencies of the Team:</p> <ul style="list-style-type: none"> • Excellent knowledge of the UN system and UN joint country/regional programming processes (RP/CCA/UNDAF). • Good knowledge and experience with the Regional development frameworks, especially African Agenda 2063, Sustainable Development Goals (SDGs), key regional legislations, etc. • Specialised technical knowledge, including in conducting external programme evaluations, data collection and analytical skills, mainstreaming the HRBA to programming and gender equality and women’s empowerment considerations, and transition contexts. • Excellent communication, interpersonal skills, teamwork and adept at working with people of diverse cultural and social backgrounds. • An understanding of and ability to abide by the core values of the United Nations. <p>Required Skills and Experience of the Team:</p> <ul style="list-style-type: none"> • Master’s degree or equivalent in Economics, Development Studies, Social Studies, International Relations or other related field. 	

- Expertise in the following thematic areas: Governance, Environment, climate change and Resilience, inclusive economic growth/poverty
- 5-10 years' experience and proven expertise with programming processes, and evaluations including strong understanding of UN's relevant Programming Guidelines on Gender Equality, HRBA, Capacity Development, Environmental Sustainability and RBM.
- Proven excellent command in written and spoken English, including excellent report writing skills, analytical skills as well as good computer skills. Knowledge of French is an added advantage.
- Previous experience in multi country or regional programme evaluation or related evaluation process and practical experience in African region
- Experience in working with teams and team processes.
- Proven track record in evaluation and review writing.

9.2 Team Leader

Academic Qualification:

- A minimum of master's degree or equivalent in Economics, Development Studies, Social Studies, International Relations or another related field.

Experience:

- At least 10 years of relevant experience and proven expertise with multi country or Regional evaluation processes and in one of the thematic areas

Competencies:

- Good understanding of the UN Development Reform Agenda
- Excellent knowledge of the UN Programming Principles: Gender Equality, HRBA, Capacity Development, Environmental Sustainability and RBM
- Experience leading evaluation teams

9.3 Team Members

Academic Qualification:

- A minimum of master's degree or equivalent in Economics, Development Studies, Social Studies, International Relations or another related field.

Experience:

- 5-10 years proven experience working in social sector.

Competencies:

- Technical expertise in the following thematic areas: Gender, Governance, Environment/climate change and Resilience, inclusive economic growth/poverty reduction
- Experience working in Africa and knowledge of the context

TIME FRAME FOR THE EVALUATION PROCESS	The evaluation is expected to take 30 working days, over a period of 8	
	Activity	Deliverable
	Review materials and develop work plan	Inception report and evaluation matrix (3 to 11 May)
	Participate in an Inception Meeting with project staff and M&E of the Stabilization Unit and relevant partners	
	Draft inception report	
	Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation (17 to 31 May)
	Interview stakeholders/questionnaires	
	Conduct field visits where feasible	
	Analyze data	
	Develop draft evaluation & lesson Learned report to project	Final evaluation report (1 to 30 June)
	Present draft Evaluation and lesson learned Report at Validation Workshop	
	Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders	
	Totals 8 weeks	
<p>weeks starting 3 May 2021. The final draft evaluation report is due the 30 June 2021. The following table provides an indicative breakdown of activities and delivery:</p>		
INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS	<p>The UNDP Stabilization Unit (Dakar Hub) will select the independent consultants. The M&E Specialist will assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Head of the Dakar Stabilization Unit and/or the Head of the Secretariat and Senior Advisor will take responsibility for the approval of the final evaluation report. The Head of Stabilization will arrange introductory meetings and will establish initial contacts with partners and project implementation staff. The consultants will take responsibility for setting up meetings and conducting the mid-term evaluation, subject to advanced approval of the methodology submitted in the inception report.</p> <p>An Advisory Panel comprising of technical experts and key partners to enhance the quality of the evaluation will be convened by the senior advisor and head of stabilization. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team/firm is required to address all comments of the Panel completely and comprehensively. The M&E Specialist will provide a detailed</p>	

	<p>rationale to the Advisory Panel for any comment that remains unaddressed.</p> <p>It will be the responsibility of the consultants/firm to logistically and financially arrange their travel to and from relevant project sites (if the current situation allows) and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and previously agreed.</p>																	
<p>PAYMENT MILESTONES AND AUTHORITY</p>	<p>Partnership of consultants/consortium or firm should provide their requested fee rates when they submit their expressions of interest, in USD. The secretariat will then negotiate and finalise contracts. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for RSCA. Fee payments will be made upon acceptance and approval by the RSF of planned deliverables, based on the following payment schedule:</p> <table border="1" data-bbox="332 751 1318 955"> <thead> <tr> <th data-bbox="332 751 456 835">nt of Period</th> <th data-bbox="456 751 987 835">Deliverables or Documents to be Delivered</th> <th data-bbox="987 751 1295 835">Approval should be obtained from:</th> <th data-bbox="1295 751 1318 835"></th> </tr> </thead> <tbody> <tr> <td data-bbox="332 835 456 873">t</td> <td data-bbox="456 835 987 873">Inception report</td> <td data-bbox="987 835 1295 873">Yes</td> <td data-bbox="1295 835 1318 873"></td> </tr> <tr> <td data-bbox="332 873 456 911">t</td> <td data-bbox="456 873 987 911">Draft Evaluation Report</td> <td data-bbox="987 873 1295 911">“</td> <td data-bbox="1295 873 1318 911"></td> </tr> <tr> <td data-bbox="332 911 456 955">t</td> <td data-bbox="456 911 987 955">Final Evaluation Report with annexes</td> <td data-bbox="987 911 1295 955">“</td> <td data-bbox="1295 911 1318 955"></td> </tr> </tbody> </table>	nt of Period	Deliverables or Documents to be Delivered	Approval should be obtained from:		t	Inception report	Yes		t	Draft Evaluation Report	“		t	Final Evaluation Report with annexes	“		
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t	Inception report	Yes																
t	Draft Evaluation Report	“																
t	Final Evaluation Report with annexes	“																
<p>APPLICATION SUBMISSION AND CRITERIA FOR SELECTING THE BEST OFFER</p>	<p>The partnership of consultants/consortium or firm shall be required to submit a financial and technical proposals. The financial proposal should be proposal based on an all-inclusive lump sum amount. If the Proposer is a group of individuals 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. 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. The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>The Financial Proposal shall be prepared using the Standard Form provided by UNDP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. Any output and activities described in the Technical Proposal but not priced in the Financial Proposal,</p>																	

shall be assumed to be included in the prices of other activities or items, as well as in the final total price. Prices and other financial information must not be disclosed in any other place except in the financial proposal. All prices shall be quoted in United States Dollars. The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.

Recommended Presentation of Offer

- a. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided;
- b. Signed Personal CV, indicating all past experience from similar evaluation, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.
- d. Description of Approach to Work/Methodology

Criteria for Selection of the Best Offer

The offers that will be received shall be evaluated based on the Combined Scoring method – where the qualifications and methodology will be weighted a max of 70% and combined with the price offer which will be weighted a max of 30%. Only candidates obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the Financial Evaluation.

LOGISTICAL SUPPORT

UNDP Dakar Hub will ensure that the Consultancy Firm receives access to the UNDP Offices in Dakar, Senegal. When required, the Firm will be provided with workspace and internet access within UNDP.

XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written

consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

. ANNEXE FOR THE TOR

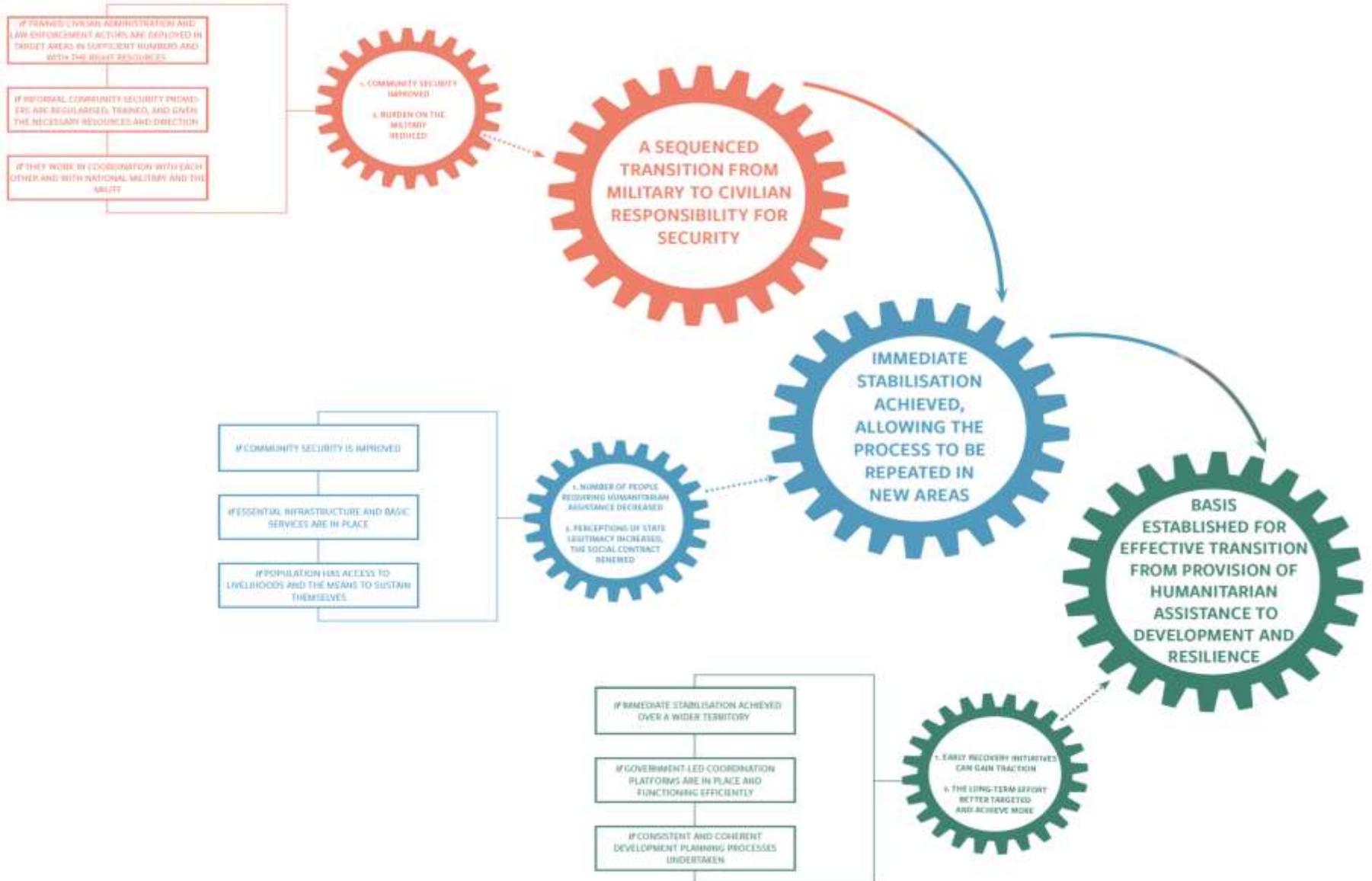
Annex 1 Log Frame

Figure 3—Logical Framework Diagram of the Facility



Annex 2 – RSF M&E Framework Ref TORs

Annex 3 – RSF Theory of Change



PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
TOTAL		100%	1000

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control	90
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedure, warranty	25
1.5	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes	120
SUB TOTAL		300

Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65

2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
SUB TOTAL		400
Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		
3.1	Task/Project Manager / Team Leader / General Qualification Suitability for the Project	
	- International experience	25
	- Training experience	20
	- Professional experience in the area of specialization	45
	- Knowledge of region	30
	- Language qualification	20
SUB TOTAL		140
3.2	Senior Expert(s) / Lead Consultant(s) General Qualification Suitability for the project	
	- International experience	15
	- Training experience	15
	- Professional experience in the area of specialization	45
	- Knowledge of the region	25
	- Language qualification	20
SUB TOTAL		120
3.3	Project Staff/ Associate Consultants General Qualification Suitability for the project	
	- International experience	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the region	10
	- Language qualification	10
SUB TOTAL		40
Aggregate		1000



TERMS OF REFERENCE (TOR)

GENERAL INFORMATION

Services/Work Description:	Midterm Evaluation of the Regional Stabilization Facility for the Lake Chad
Project/Program Title:	Regional Stabilization Facility for the Lake Chad
Duty Station:	Home-based (with possible travels in the region)
Type of the Contract:	International Consultancy Firm
Duration:	30 working days
Expected Start Date:	3 May 2021

I. BACKGROUND AND CONTEXT

The Regional Programme 2018-2021 for Africa (RPA), as approved by the United Nations' Executive Board's first regular session in 2018 (22-26 January 2018) is an instrument for realising the SDGs set out in the UNDP Strategic Plan 2018 - 2021. By promoting regional programmes to sustain human development in the region, the Regional Programme (RP) for Africa provides a framework for the provision of policy and knowledge-based advisory services to the RECs, UNDP COs, United Nations organizations (furthering the "Common Chapter" where possible) governments and civil society organisations, and helps the region to exploit its opportunities in the global economy.

As part of the RPA, in July 2019 UNDP launched the Regional Stabilization Facility, operational from September 2019 until August 2021. The Facility is intended to provide a new approach, regional with implementation in four countries, calibrated to respond to the stabilization challenges identified: the need for a step-change in the scale and nature of intervention, in speed of response, increased territorial coverage, and improved regional cooperation. The Facility aims to enhance civil-military cooperation to design and implement Joint Action Plans for the immediate stabilisation of specific target areas, to increase security and the rule of law as well as provide infrastructure, basic services and livelihood opportunities as a rapid-response package.

It also underwrite Lake Chad Basin Commission and African Union Commission implementation of the Regional Strategy for Stabilization, Recovery and Resilience of the Boko Haram-affected areas of the Lake Chad Basin (RSS), strengthening coherence and coordination of response to the Lake Chad crisis, and establishing the mechanism and process required to operationalise the "New Way of Working" and a transition from provision of humanitarian assistance to development and resilience. Four national windows of the Facility, serviced by country-specific Partner Platforms and autonomous UNDP staff teams, ensure that the immediate stabilisation effort is well targeted and calibrated, and is fully owned by relevant stakeholders, while the coherence between the four national windows and the regional window is

secured from the regional hub in Dakar.

The overall expected result of Facility intervention is the stabilisation of the insurgency-affected areas of the Lake Chad Basin. The Regional Stabilization Facility has two results areas:

- Result area 1 of the Facility, Immediate Stabilisation of specific target areas, is linked with these tree following outputs:
 1. Security and the Rule of Law improved;
 2. Essential infrastructure and basic services functioning;
 3. Livelihood opportunities available for all households;

- Result area 2 of the Facility include activities to secure a further three outputs:
 4. Enhanced capacities of the LCBC to implement the Regional Stabilisation Strategy;
 5. Improved Regional Stabilisation Strategy coordination and cooperation; and
 6. State/Region Territorial Action Plans in place.

As per the Project Document of the RSF (point 4.2.6), a mid-term evaluation will be carried out for the Facility via independent consultants contracted by UNDP in month 15 after Facility launch. Therefore, UNDP is seeking to contract independent consultants to carry out the mid-term evaluation during Q2 of 2021. This evaluation fits into the ongoing development of the new regional programmes and will take into account recommendations from the previous evaluation of the RPA.

II. EVALUATION PURPOSE, SCOPE AND OBJECTIVES

UNDP commissions Project evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the Regional/country level as articulated in Regional programme document (RPD). UNDP is commissioning this project evaluation on Regional Stabilisation Facility for the Lake Chad to capture evaluative evidence of the relevance, effectiveness, efficiency, coherence and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives.

The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to a) the adaptive and iterative approach the Facility will take to ensure the log frame and results matrix remain valid, b) the nexus and rights-based approaches, c) gender mainstreaming and d) the organisational and financial set-up. The evaluation will include an analysis of synergies between RSF and other key UN and other partners' interventions, which help support the achievement of RSF objectives. The evaluation will highlight strengths, weaknesses/gaps, good practices and provide forward looking recommendations for future assistance.

The mid-term evaluation will be carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of the Regional Bureau for Africa, this midterm evaluation will be conducted to assess the impact of RSF on the two result areas. It will cover all programme outcomes and outputs as stated in the project document from January 2020 to date. It will also serve for accountability, providing stakeholders and partners with an impartial mid-term assessment of the results of the regional and national level support.

The mid-term evaluation will be conducted during the months of April 2021 – June 2021, assessing: the efficacy of the project design and governance structure, relevance of the project outputs, specific

contributions and efficiency and effectiveness of technical assistance, and sustainability of interventions. The evaluation must include an analysis of how RSF interventions address conflict sensitivity, gender and Human Rights based approaches.

Specifically, this project evaluation will assess

- The relevance and strategic positioning of UNDP support to the Lake Chad facility
- Progress made to date in each of 2 result areas mentioned above, including contributing factors and constraints;
- partnership strategy in relation to project
- The (institutional and financial) frameworks and strategies made up to support these 2 result area and whether they are well conceived for achieving planned objectives ;
- The efficiency and effectiveness of the Management systems (financial management, coordination between regional and national management, M&E systems) and;
- Project governance structures.

It is expected that evaluation results will be used in the formulation of the next regional programme document and to guide the next phase of the project. Results should also feed into other relevant evaluations planned by the Independent Evaluation Office in, such as the Global / SP Programme Evaluation.

III. EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

The mid-term evaluation seeks to answer guiding questions, focused around the OECD DAC evaluation criteria of relevance, effectiveness, efficiency, coherence and sustainability. The independent consultants will propose a revised list of criteria and guiding questions prior to launching the mid-term evaluation. Below are some questions that could inspire the evaluation:

Relevance

- To what extent is the RSF responsive to the changing social, economic and political environment in Region, sub-regional and at national levels and how should it adapt to these changes?
- To what extent was the method of delivery selected by UNDP appropriate to the development context in the region?
- To what extent was the theory of change presented in the outcome models a relevant and appropriate vision on which to base the initiatives?

Effectiveness

- To what extent is the current RSF on track to achieve planned results (intended and unintended, positive or negative) for the priority areas? In which areas does the project have the greatest and fewest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements or what has been the constraining factors and how could they be overcome?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- How were the United Nations programming principles including gender and human rights mainstreamed in the design, implementation and monitoring and evaluation of the RSF and how have they benefited from the work of UNDP in the region? Were there any unintended effects?
- To what extent have the significant financing gap affected results?

- To what extent have different financing models (earmarked/unearmarked/specific country windows, etc) by the various donors affected results?
- To what extent have knowledge management contributed to the results attained?
- Which programme areas are the most relevant and strategic for UNDP to scale up or consider or not going forward?
- To what extent has UNDP improved the capacities of partners to advocate and deliver on the priority areas? To what extent have stakeholders been involved in project implementation
- To what extent has the Secretariat been able to form and maintain partnerships with other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

Efficiency

- To what extent have UNDP project management structure including the Secretariat practices, M&E, policies, organisational and financial structures, processes and decision-making capabilities affected the achievement of the RSF programme's outcomes?
- To what extent were quality regional programme outputs delivered and on time? Were there any unanticipated events, opportunities or constraints contributed to or hindered the delivery of the interventions on timely manner?
- Have associated risks at the regional, national and local level been anticipated and addressed?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Coherence

- To what extent the policies of different actors in the region were complementary or contradictory in adding value while avoiding duplication of effort?
- To what extent the project was effective in coordinating its activities with UN agencies, relevant development partners, donors, CSO, NGOs and academic institution?
- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?

Sustainability

- What is the likelihood that the benefits that resulted from the RSF will continue at Regional and sub regional levels through adequate ownership, commitment, financing and willingness displayed by the member states/Governments?
- To what extent are policy, financing and regulatory frameworks in place that will support the continuation of benefits?
- Looking at the past, the present and the future, how well designed is the RSF in order to remain valid in light of the changing environment?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?

- To what extent do partnerships exist with other regional institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
- Was the choice and adaptation of technology appropriate to sustain result?
- To what extent does political stability, crises and shocks, and natural disasters affect the sustainability of results?

Based on the identified criteria and guiding questions, the independent consultants are expected to provide overarching conclusions on RSF results in the priority areas of support, as well as recommendations on how the Secretariat could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the RSF fully achieves current planned outcomes and is positioned for sustainable results in the future. The mid-term evaluation is additionally expected to offer lessons for UNDP support in the region and elsewhere based on this analysis and provide recommendations for the success of the RSF.

IV. EVALUATION PRODUCTS (DELIVERABLES)

The following reports and deliverables are required for the mid-term evaluation.

- **Mid-term evaluation inception report (10-15 pages):** One and half week after the contract signing, the lead evaluator of the team/consortium/firm will produce an inception report containing the proposed theory of change for RSF work on priority areas in the region. The inception report should include a mid-term evaluation matrix presenting the guiding mid-term evaluation questions (to be inspired by the above list but not limited to it, keeping in mind the mid-term nature of this evaluation), data sources, data collection tools and protocols and limitations, analysis tools, evaluation approach and methods to be used, a draft of the report structure. The inception report should be carried out following and based on preliminary discussions with UNDP Stabilization Unit (Dakar Hub) after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution etc.).
- **Mid-term evaluation debriefings:** During the process, the UNDP Stabilization Unit (Dakar Hub) may ask for preliminary debriefings on findings and recommendations which could include donor partners.
- **Draft mid-term evaluation report (within an agreed length):** will be shared with the project stakeholders and the RSF Team and presented in a validation workshop (if applicable), that the RSF coordination team will organize. Feedback received from these sessions should be taken into account when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report. The Coordination and key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Final mid-term evaluation report:** including lessons learned and presentation material (PPT) for a presentation to stakeholders and/or the evaluation reference group.
- **Final mid-term evaluation briefing:** and other knowledge products or participation in knowledge-sharing events, if relevant.

In line with the UNDP's financial regulations, when determined by the regional/Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID19

and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

V. METHODOLOGY

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager. If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

The mid-term evaluation will be carried out by an independent firm/consortium/team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including regional bodies, governments where programmes or advisory support were provided, academics and subject experts, private sector representatives etc. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report.

The RSF midterm evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions and progress in in the three priority areas. The evaluators will develop a logic model of how RSF interventions are expected to lead to improved quality results.

Evaluation should use a combination of both qualitative and quantitative evaluation methods and instruments. The steps in data collection may include some or all of the following:

- Document review of all relevant documentation. This would include a review of inter alia, Project document (contribution agreement); Theory of change and results framework; Programme and project quality assurance reports; Annual workplans; Activity designs; Consolidated quarterly and annual reports; Results-oriented monitoring report; Highlights of project board meetings; Technical/financial monitoring reports etc.
- Review/Development of evaluation questions/sub questions around relevance, effectiveness, efficiency, coherence and sustainability and designed for different stakeholders to be interviewed;
- Semi-structured interviews with key stakeholders including key Regional, sub-regional, government counterparts, donor community members, representatives of key civil society organizations, United Nations Agency members and implementing partners:

- Key informant interviews with men and women, beneficiaries and stakeholders;
- All interviews should be undertaken in full confidence and anonymity. The final mid-term evaluation report should not assign specific comments to individuals;
- Surveys and questionnaires including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries;
- Other methods such as outcome mapping etc;
- Data review and analysis of monitoring and other data sources and methods;
- Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

VI. TIME FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 30 working days, over a period of 8 weeks starting 3 May 2021. The final draft evaluation report is due the 30 June 2021. The following table provides an indicative breakdown of activities and delivery:

Activity	Deliverable	Workday allocation
Review materials and develop work plan	Inception report and evaluation matrix (3 to 11 May)	7
Participate in an Inception Meeting with project staff and M&E of the Stabilization Unite and relevant partners		
Draft inception report		
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation (17 to 31 May)	10
Interview stakeholders/questionnaires		
Conduct field visits where feasible		
Analyze data		
Develop draft evaluation & lesson Learned report to project	Final evaluation report (1 to 30 June)	13
Present draft Evaluation and lesson learned Report at Validation Workshop		
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders		
	Totals 8 weeks	30 days

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The UNDP Stabilization Unit (Dakar Hub) will select the independent consultants. The M&E Specialist will assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Head of the Dakar Stabilization Unit and/or the Head of the Secretariat and Senior Advisor will take responsibility for the approval of the final evaluation report. The Head of Stabilization will arrange introductory meetings and will establish initial contacts with partners and project implementation staff. The consultants will take responsibility for setting up meetings and conducting the mid-term evaluation, subject to advanced approval of the methodology submitted in the inception report.

An Advisory Panel comprising of technical experts and key partners to enhance the quality of the evaluation will be convened by the senior advisor and head of stabilization. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team/firm is required to address all comments of the Panel completely and comprehensively. The M&E Specialist will provide a detailed rationale to the Advisory Panel for any comment that remains unaddressed.

It will be the responsibility of the consultants/firm to logistically and financially arrange their travel to and from relevant project sites (if the current situation allows) and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and previously agreed.

VIII. PAYMENT MILESTONES AND AUTHORITY

Partnership of consultants/consortium or firm should provide their requested fee rates when they submit their expressions of interest, in USD. The secretariat will then negotiate and finalise contracts. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for RSCA. Fee payments will be made upon acceptance and approval by the RSF of planned deliverables, based on the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 st Installment	Inception report	Yes	10%
2 nd Installment	Draft Evaluation Report	“	60%
3 rd Installment	Final Evaluation Report with annexes	“	30%

IX. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

9.1 Minimum Organization Requirements

A partnership/ consortium of consultants or firm will be contracted to carry out the Midterm regional programme evaluation. The team leader will be responsible for submitting the proposal and should assign/select a team (desirable with gender balance) to work on this assignment. The proposal should include the CV’s of each team member. It is expected that the partnership of consultants/consortium or firm makes use of relevant international and local expertise if possible. It is desirable to have team members with experience working in the region

The required expertise and skills of the team members that will be required to adequately carry out this task are detailed below:

Functional competencies of the Team:

- Excellent knowledge of the UN system and UN joint country/regional programming processes (RP/CCA/UNDAF).
- Good knowledge and experience with the Regional development frameworks, especially African Agenda 2063, Sustainable Development Goals (SDGs), key regional legislations, etc.
- Specialised technical knowledge, including in conducting external programme evaluations, data collection and analytical skills, mainstreaming the HRBA to programming and gender equality and women's empowerment considerations, and transition contexts.
- Excellent communication, interpersonal skills, teamwork and adept at working with people of diverse cultural and social backgrounds.
- An understanding of and ability to abide by the core values of the United Nations.

Required Skills and Experience of the Team:

- Master's degree or equivalent in Economics, Development Studies, Social Studies, International Relations or other related field.
- Expertise in the following thematic areas: Governance, Environment, climate change and Resilience, inclusive economic growth/poverty
- 5-10 years' experience and proven expertise with programming processes, and evaluations including strong understanding of UN's relevant Programming Guidelines on Gender Equality, HRBA, Capacity Development, Environmental Sustainability and RBM.
- Proven excellent command in written and spoken English, including excellent report writing skills, analytical skills as well as good computer skills. Knowledge of French is an added advantage.
- Previous experience in multi country or regional programme evaluation or related evaluation process and practical experience in African region
- Experience in working with teams and team processes.
- Proven track record in evaluation and review writing.

9.2 Team Leader**Academic Qualification:**

- A minimum of master's degree or equivalent in Economics, Development Studies, Social Studies, International Relations or another related field.

Experience:

- At least 10 years of relevant experience and proven expertise with multi country or Regional evaluation processes and in one of the thematic areas

Competencies:

- Good understanding of the UN Development Reform Agenda
- Excellent knowledge of the UN Programming Principles: Gender Equality, HRBA, Capacity Development, Environmental Sustainability and RBM
- Experience leading evaluation teams

9.3 Team Members**Academic Qualification:**

- A minimum of master's degree or equivalent in Economics, Development Studies, Social Studies, International Relations or another related field.

Experience:

- 5-10 years proven experience working in social sector.

Competencies:

- Technical expertise in the following thematic areas: Gender, Governance, Environment/climate change and Resilience, inclusive economic growth/poverty reduction
- Experience working in Africa and knowledge of the context

X. APPLICATION SUBMISSION AND CRITERIA FOR SELECTING THE BEST OFFER

The partnership of consultants/consortium or firm shall be required to submit a financial and technical proposals. The financial proposal should be proposal based on an all-inclusive lump sum amount. If the Proposer is a group of individuals 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. 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. 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.

The Financial Proposal shall be prepared using the Standard Form provided by UNDP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. 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. Prices and other financial information must not be disclosed in any other place except in the financial proposal. All prices shall be quoted in United States Dollars. The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.

Recommended Presentation of Offer

- e. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided;
- f. Signed Personal CV, indicating all past experience from similar evaluation, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- g. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.
- h. Description of Approach to Work/Methodology

Criteria for Selection of the Best Offer

The offers that will be received shall be evaluated based on the Combined Scoring method – where the qualifications and methodology will be weighted a max of 70% and combined with the price offer which will be weighted a max of 30%. Only candidates obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the Financial Evaluation.

XI. LOGISTICAL SUPPORT

UNDP Dakar Hub will ensure that the Consultancy Firm receives access to the UNDP Offices in Dakar, Senegal. When required, the Firm will be provided with workspace and internet access within UNDP.

XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

XIV. ANNEXE FOR THE TOR

Annex 1 Log Frame

Figure 3—Logical Framework Diagram of the Facility



Annex 2 – RSF M&E Framework

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework: Regional Programme Outcome 3: Regional institutions sustain peace and build resilience to crises and shocks</p> <p>Strategic Plan Outcome 3: Strengthen resilience to shocks and crises / Strategic Plan Signature Solution 2: Strengthen effective, accountable and inclusive governance</p>					
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets: Number of victims of intentional homicide per 100,000 population, by sex and age (baselines and targets – as per SP 2018-2021) (Regional Programme/Strategic Plan 3.1)</p>					
<p>Applicable Output(s) from the UNDP Strategic Plan: National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities (Strategic Plan Output 3.2.1)</p>					
<p>Project Intermediate Outcome: National and sub-national actors are enabled to establish vertical and horizontal partnerships with other critical actors to set-up and support peace infrastructures (Regional Programme Output 3.3)</p>					
<p>Project Immediate Outcomes:</p> <p>1. Working methodology for immediate stabilization in the target areas is established and agreed between stakeholders</p> <p style="padding-left: 40px;">Indicator: Degree to which immediate stabilization in the target areas is achieved. *Measured on a scale of 0 - 5, 0 – unchanged; 5 – 100% achievement of the targets set in outputs 1,2,3. Baseline: 0; Target: 5 (targets of outputs 1,2,3 reached)</p> <p>2. Regional framework for extended stabilization is functioning</p> <p style="padding-left: 40px;">Indicator: Degree to which regional framework for extended stabilization is functioning. *Measured on a scale of 0-5, 5 being the measure of complete achievement of the targets set in outputs 4, 5, 6. Baseline: 0; Target: 5 (targets of outputs 4,5,6 reached)</p>					
<p>Project title and Atlas Project Number: Regional Stabilisation Facility for Lake Chad</p>					
EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

			Value	Year	Year 1	Year 2	
Output 1: Community Safety & Security Strengthened	1.1 National infrastructures for peace established or strengthened, with UNDP support, upon request (SP Output Indicator 3.2.1.3)	Stabilisation Committees, quarterly progress reports	No	2019	YES	YES	Risk: Project staff cannot access target areas due to insecurity.
	1.2 Percentage increase in presence of security providers in target areas	Quarterly progress reports	TBC (once target areas are agreed upon)	2019	25% increase	40% increase	
	1.3 Percentage of security providers trained on human rights and prevention of gender-based violence	Quarterly progress report	TBC (once target areas are agreed)	2019	40%	100%	
	1.4 Community perception of safety and security in target areas	Community perception studies on public safety and security	TBC	2019	TBC, based on first set of studies	TBC, based on first set of studies	
	1.5 Number of communities with early warning systems	Project management, Peace Committees	0	2019	TBC (once the target areas are decided upon)	TBC	
Output 2: Essential Infrastructure & Basic Services Functioning	2.1 Percentage of cleared contamination areas	Implementing partner reports	TBC	2019	TBC	TBC	Risk: lack of complete data on contaminated areas
	2.2 Number of new or rehabilitated basic infrastructure projects handed over to local authorities and communities	Quarterly progress reports	0	2019	TBC upon completion of Project Documents of the	TBC	

					National Windows		
	2.3 Population percentage with access to basic services (health, education, and agriculture and fisheries extension services)	Ministries of Health, Education, Agriculture and Fisheries	TBC (once target areas are agreed)	2019	TBC	TBC	
Output 3: Livelihood opportunities available	3.1 Number of people (disaggregated by sex and age) benefiting from livelihood options	Quarterly progress reports	TBC (once target areas are agreed)	2019	TBC	TBC	Risk: Difficulties in publicly disseminating and communicating complete data due to security and privacy concerns
	3.2 Number of men and women (sex and age disaggregated) benefiting from vocational or other training	Quarterly progress reports	TBC (once target areas are agreed)	2019	TBC	TBC	Risk: Participants refuse collection of data due to security and privacy concerns
Output 4: Enhanced capacities of the LCBC Capacities to implement the RSS	4.1 Number of people accessing the knowledge management platform (Observatory, Coordination tool, Community of Practice and Resource base must all be operational before measuring)	Website hits, CoP activity logs	0	2019	TBC	TBC	
	4.2 Extent to which the LCDC is capable to coordinate the RSS *Measured on a scale from 0 – 3: 0 – no capacity, 1 – limited capacity, 2 – average capacity, 3 – good capacity;	LCDC reports, meeting minutes, quarterly progress reports	0	2019	2	3	

	**Calculated by accumulating the criteria: a) TAPs are standardized and interconnected; b) Joint communication products are agreed upon; c) RSS Steering Committee & International Support Group meet at least once annually.						
Output 5: Improved cross-border cooperation and coordination	5.1 Number of cross-border interventions implemented in LCB	Quarterly progress reports	TBC (once target areas are agreed)	2019	TBC	TBC	
Output 6: State/Region Territorial Action Plans in place	6.1 Number of Territorial Action Plans (TAPs) in place	Project management, Strategy Task Force	0	2019	0	8	

Annex 3 – RSF Theory of Change

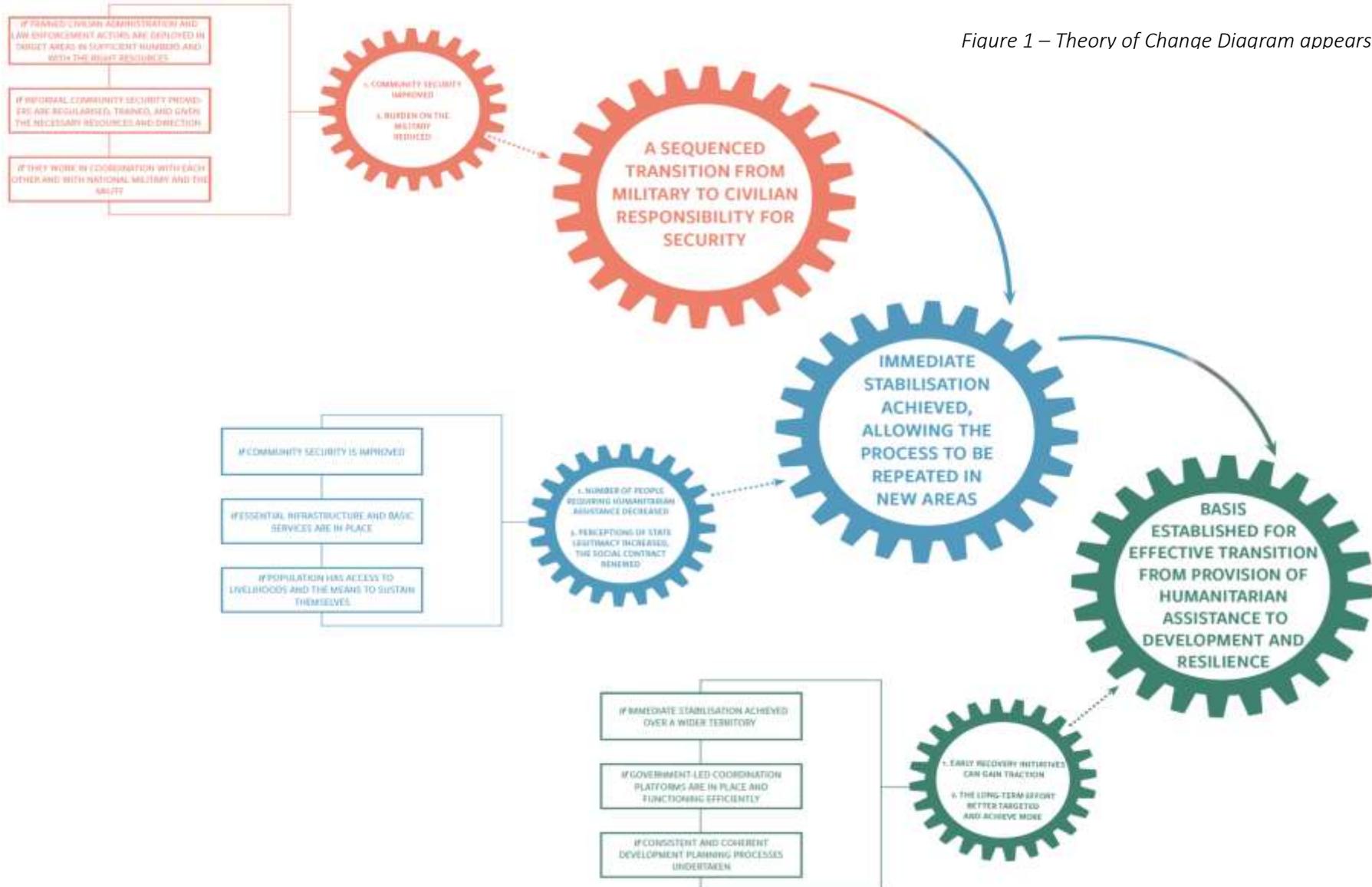


Figure 1 – Theory of Change Diagram appears

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
TOTAL		100%	1000

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control	90
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedure, warranty	25
1.5	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes	120
SUB TOTAL		300

Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55

2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
SUB TOTAL		400
Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		
3.1	Task/Project Manager / Team Leader / General Qualification Suitability for the Project	
	- International experience	25
	- Training experience	20
	- Professional experience in the area of specialization	45
	- Knowledge of region	30
	- Language qualification	20
SUB TOTAL		140
3.2	Senior Expert(s) / Lead Consultant(s) General Qualification Suitability for the project	
	- International experience	15
	- Training experience	15
	- Professional experience in the area of specialization	45
	- Knowledge of the region	25
	- Language qualification	20
SUB TOTAL		120
3.3	Project Staff/ Associate Consultants General Qualification Suitability for the project	
	- International experience	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the region	10
	- Language qualification	10
SUB TOTAL		40
Aggregate		1000

SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST

This form serves as a checklist for preparation of your Proposal. Please complete the

Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

Technical Proposal Envelope:

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

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope/password protected email)

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

FORM A: TECHNICAL PROPOSAL SUBMISSION FORM

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

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial

Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we *embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.*

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

FORM B: BIDDER INFORMATION FORM

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

	<ul style="list-style-type: none"> ▪ 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
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FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

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

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

No	Name of Partner and contact information <i>(address, telephone numbers, fax numbers, e-mail address)</i>	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 agreement **OR** JV/Consortium/Association

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date: _____

Date: _____

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date: _____

Date: _____

FORM D: QUALIFICATION FORM

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

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

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non-performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of	Amount in	Contract Identification	Total Contract

dispute	dispute (in US\$)		Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years. List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

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

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

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

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

FORM E: FORMAT OF TECHNICAL PROPOSAL

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

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.

- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

NAME OF
PERSONNEL

[INSERT]

POSITION FOR
THIS
ASSIGNMENT

[INSERT]

NATIONALITY

[INSERT]

LANGUAGE
PROFICIENCY

[INSERT]

	<p><i>[SUMMARIZE COLLEGE/UNIVERSITY AND OTHER SPECIALIZED EDUCATION OF PERSONNEL MEMBER, GIVING NAMES OF SCHOOLS, DATES ATTENDED, AND DEGREES/QUALIFICATIONS OBTAINED.]</i></p>
<p>EDUCATION/ QUALIFICATION S</p>	<p>[INSERT]</p>
<p>PROFESSIONAL CERTIFICATIONS</p>	<p><i>[PROVIDE DETAILS OF PROFESSIONAL CERTIFICATIONS RELEVANT TO THE SCOPE OF SERVICES]</i></p> <ul style="list-style-type: none"> ▪ 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]

[PROVIDE NAMES, ADDRESSES, PHONE AND EMAIL CONTACT INFORMATION FOR TWO (2) REFERENCES]

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
(Day/Month/Year)

Date

FORM F: FINANCIAL PROPOSAL SUBMISSION FORM

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

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

FORM G: FINANCIAL PROPOSAL FORM

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

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: [Insert Currency]

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
In-Country				
Home Based				
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			
Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
Subtotal Other Costs:				

Table 4: Breakdown of Price per Deliverable/Activity

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

FORM H: FORM OF PROPOSAL SECURITY

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

To: UNDP

[Insert contact information as provided in Data Sheet]

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

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

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

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

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

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

SIGNATURE AND SEAL OF THE GUARANTOR BANK

Signature: _____

Name: _____

Title: _____

Date: _____

Name of Bank _____

Address _____

[Stamp with official stamp of the Bank]