REQUEST FOR PROPOSAL
(Re-Tender, Evaluation Firm: Project SPAN Terminal Evaluation)

DATE: August 3, 2021
REFERENCE: RFP-066-PHL-2021

Dear Sir / Madam:

We kindly request you to submit your Proposal for an Evaluation Firm – Project SPAN Terminal Evaluation.

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

Proposals may be submitted on or before Friday, August 20, 2021 and via e-Tender. Interested bidders are requested to register on the UNDP eTendering website.

eTender Website of UNDP: https://etendering.partneragencies.org

Bidders may search for the tender documents with the following information:

BU Code: PHL10
Event ID number: 0000010008

The step-by-step guide for the e-tendering website, including how to register as a vendor, is attached.

Please prepare your Proposal in accordance with the requirements and procedure as set out in the RFP and submit it by the Deadline indicated in the etendering system.

Any and all amendments to the RFP documents, responses to bidders' clarifications, and possible extensions of the deadline will be posted on the etendering website.

Please make sure you register on the website and click on the 'Accept Invitation' button for this event so you can receive notifications on posted updates.

For any clarifications on the bid documents and concerns on the etendering site, please write to procurement.ph@undp.org and in the Subject line, write: “RFP-066 Re-tender SPAN”
Your Proposal must be expressed in the **English**, and valid for a minimum period of **120 days**.

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

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

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

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

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

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

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

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

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

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Samantha Gunasekera
Operations Team Lead
8/6/2021
## Description of Requirements

<table>
<thead>
<tr>
<th>Context of the Requirement</th>
<th>Support to Peacebuilding and Normalization (SPAN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief Description of the Required Services</td>
<td>Project SPAN Terminal Evaluation</td>
</tr>
<tr>
<td>List and Description of Expected Outputs to be Delivered</td>
<td>Please refer to the Terms of Reference (ToR)</td>
</tr>
</tbody>
</table>

**Pre-Proposal Conference**

- Will be Conducted
- Time: 11:00 AM Manila (11PM ET)
- Date: **August 11, 2021 11:00 AM**
- Venue: Zoom
  
The Zoom link will be provided to those who will confirm attendance on or before 10 August 2021 by 4 pm. Please submit the following via email to procurement.ph@undp.org, Email Subject Line “Pre-proposal RFP 066 Retender SPAN”.

1. Company name
2. Representative’s name
3. Email address
4. Contact number

**Person to Supervise the Work/Performance of the Service Provider**

- UNDP Peace Programme Analyst

**Frequency of Reporting**

- To be discussed with contractor, post-award.

**Progress Reporting Requirements**

- Please see ToR

**Location of work**

- ☒ At Contractor’s Location

**Expected duration of work**

- Three (3) months

**Target start date**

- August 2021

**Latest completion date**

- Please see ToR

**Travels Expected**

- Please see ToR
| **Special Security Requirements** | ☒ Comprehensive Travel and Health Insurance for the contract duration (3 months)  
☒ Others: Clause 18 of UNDP General Terms and Conditions: The Contractor shall (i) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Services are being provided; and (ii) assume all risks and liabilities related to the Contractor’s security, and the full implementation of the security plan. |
| Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal) | ☒ none |
| Implementation Schedule indicating breakdown and timing of activities/sub-activities | ☒ Required  
☐ Not Required |
| Names and curriculum vitae of individuals who will be involved in completing the services | ☒ Required (please use Annex 3 CV Form)  
☐ Not Required |
| Currency of Proposal | ☒ United States Dollars (for Firms based outside the Philippines)  
☒ Local Currency (for Firms based in the Philippines) |
| Value Added Tax on Price Proposal | ☒ must be exclusive of VAT and other applicable direct taxes |
| Validity Period of Proposals (Counting for the last day of submission of quotes) | ☐ 60 days  
☐ 90 days  
☒ 120 days  
In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal. |
| Partial Quotes | ☒ Not permitted |
| Payment Terms | Please see ToR |
| Person(s) to review/inspect/approve outputs/completed | Please see ToR |
| services and authorize the disbursement of payment | ☒ Purchase Order  
 ☒ Contract for Professional Services |
|---|---|
| Type of Contract to be Signed | ☒ Purchase Order  
 ☒ Contract for Professional Services |
| Criteria for Contract Award | ☒ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)  
 ☒ Full acceptance of the UNDP Contract General Terms and Conditions (GTC). Non-acceptance of the GTC may be grounds for the rejection of the Proposal. |
| Criteria for the Assessment of Proposal | **Technical Proposal (70%)**  
 ☒ Expertise of the Firm 30%  
 ☒ Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 35%  
 ☒ Management Structure and Qualification of Key Personnel 35%  
 **Financial Proposal (30%)**  
 To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP. |
| UNDP will award the contract to: | ☒ One and only one Service Provider |
| Contract General Terms and Conditions | ☒ General Terms and Conditions for contracts (goods and/or services)  
| Annexes to this RFP | ☒ Annex 2: Form for Submission of Proposal  
 ☒ Annex 3 : CV Form  
 Annex 4: Form C for Joint Venture/Partnerships (only if applicable)  
 Annex 6: Form D  
 ☒ Annex 6 Detailed TOR (Separately Attached) |
| Contact Person for Inquiries (Written inquiries only) | **UNDP Procurement Unit**  
 procurement.ph@undp.org  
 Any delay in UNDP’s response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers. |
### e-Tendering Submission:

a) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.

b) 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.

c) Format: PDF files only

d) File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.
FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

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

[insert: Location].
[insert: Date]

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

Dear Sir/Madam:

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

A. Eligibility and Qualifications of the Service Provider

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

a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
b) Business Licenses – Certificate of Registration Papers, Tax Payment Certification, Business Permit, etc.
c) Latest Audited Financial Statement – last three (3) years income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;
d) If in a partnership/JV or consortium (Please use FORM C);
e) Litigation History (Please use FORM D);
f) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references (Please use FORM D);
g) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
h) Certification of Satisfactory Performance – at least from top 3 previous clients in terms of contract value and/or similar works (required)
i) Implementation Schedule or GANTT
j) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.
k) Acceptance of UNDP General Terms and Conditions
l) Confirmation of Bid Validity for 120 days
m) Level of Effort (number of person days) per key personnel with a short description of tasks;

B. Proposed Methodology for the Completion of Services

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

The Service Provider must provide:

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

b) CVs demonstrating qualifications must be submitted (*Please use Annex 3 CV Form*)

c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. **Financial Proposal** *(Please separate the financial proposal from the technical. The financial sheet should be password protected. UNDP will request for the password upon email request)*

*Price quotation should be exclusive of VAT and direct taxes*

Table 1: **Summary of Overall Prices**

<table>
<thead>
<tr>
<th></th>
<th>Amount(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Fees (from Table 2)</td>
<td></td>
</tr>
<tr>
<td>Other Costs (from Table 3 and 4)</td>
<td></td>
</tr>
<tr>
<td>Total Amount of Financial Proposal (EXCLUSIVE OF VAT)</td>
<td></td>
</tr>
</tbody>
</table>

Table 2: **Cost Breakdown per Deliverable** *(This shall be the basis of the payment tranches)*

<table>
<thead>
<tr>
<th>Deliverable/Activity description</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Time (person days)</th>
<th>Professional Fees</th>
<th>Other Costs</th>
<th>Total Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliverable 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliverable 3</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>.....</td>
<td></td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 3: Cost Breakdown by Cost Component  *This is only an Example*:

(Price quotation should be exclusive of VAT and direct taxes)

<table>
<thead>
<tr>
<th>Description of Activity</th>
<th>Position</th>
<th>Fee Rate</th>
<th>No. of Days</th>
<th>No. of Personnel</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Personnel Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Services from Home Office</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Expertise 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Expertise 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Services from Field Offices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Expertise 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Expertise 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Services from Overseas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Expertise 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Expertise 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>II. Other Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Reproduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Equipment Lease</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Others, please specify</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4: Online and Onsite Evaluation Costs  (Price quotation should be exclusive of VAT and direct taxes)

<table>
<thead>
<tr>
<th>Deliverables/Activities</th>
<th>Unit of Measure</th>
<th>Quantity</th>
<th>Number of sites</th>
<th>Unit Price</th>
<th>Total Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-site (All Cotabato sites and BMFI in Cagayan de Oro)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-person data collection</td>
<td>Trip</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International flights</td>
<td>Trip</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsistence allowance</td>
<td>Day</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous travel expenses</td>
<td>Trip</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local transportation costs</td>
<td>Lump Sum</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Costs: (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software licenses/subscription, if any</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Costs: (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTAL ON-SITE**

| Online (ECOWEB, MARADECA, 1 barangay beneficiary in Iligan/Marawi/CDO and 1 in IRDT) |
|------------------------------------------|-----------------|----------|-----------------|------------|-------------|
| **online data collection** (# of provinces, # of municipalities, # of cities) | 4 |
|   Software licenses/subscription, if any |                 |          |                 |            |             |
|   Communication costs                    |                 |          |                 |            |             |
| Other Costs: (please specify)            |                 |          |                 |            |             |

**SUBTOTAL ONLINE**

**TOTAL**

[Name and Signature of the Service Provider’s Authorized Person]
[Designation]
[Date]
Format for CV of Proposed Key Personnel

<table>
<thead>
<tr>
<th>Name of Personnel</th>
<th>[Insert]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position for this assignment</td>
<td>[Insert]</td>
</tr>
<tr>
<td>Nationality</td>
<td>[Insert]</td>
</tr>
<tr>
<td>Language proficiency</td>
<td>[Insert]</td>
</tr>
<tr>
<td>Education/Qualifications</td>
<td>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</td>
</tr>
<tr>
<td>Professional certifications</td>
<td>[Provide details of professional certifications relevant to the scope of goods and/or services]</td>
</tr>
<tr>
<td>▪ Name of institution: [Insert]</td>
<td></td>
</tr>
<tr>
<td>▪ Date of certification: [Insert]</td>
<td></td>
</tr>
<tr>
<td>Employment Record/Experience</td>
<td>[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.]</td>
</tr>
<tr>
<td>References</td>
<td>[Provide names, addresses, phone and email contact information for two (2) references]</td>
</tr>
<tr>
<td>Reference 1:</td>
<td>[Insert]</td>
</tr>
<tr>
<td>Reference 2:</td>
<td>[Insert]</td>
</tr>
</tbody>
</table>

I, the undersigned, certify that to the best of my knowledge and belief, the data provided above correctly describes my qualifications, my experiences, and other relevant information about myself.

________________________________________  ____________________
Signature of Personnel                       Date (Day/Month/Year)
**Annex 4**

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

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)</th>
<th>Proposed proportion of responsibilities (in %) and type of services to be performed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>[Complete]</td>
<td>[Complete]</td>
</tr>
<tr>
<td>2</td>
<td>[Complete]</td>
<td>[Complete]</td>
</tr>
<tr>
<td>3</td>
<td>[Complete]</td>
<td>[Complete]</td>
</tr>
</tbody>
</table>

**Name of leading partner**

(with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)

[Complete]

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture  OR  ☐ JV/Consortium/Association agreement

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

| Name of partner: ______________________________ | Name of partner: ______________________________ |
| Signature: ______________________________ | Signature: ______________________________ |
| Date: ______________________________ | Date: ______________________________ |

| Name of partner: ______________________________ | Name of partner: ______________________________ |
| Signature: ______________________________ | Signature: ______________________________ |
| Date: ______________________________ | Date: ______________________________ |
Annex 5

**Form D:**

<table>
<thead>
<tr>
<th>Name of Bidder:</th>
<th>[Insert Name of Bidder]</th>
<th>Date:</th>
<th>Select date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP reference:</td>
<td>RFP-066-PHL-2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

**Litigation History** (including pending litigation)

- ☐ No litigation history for the last 3 years
- ☐ Litigation History as indicated below

<table>
<thead>
<tr>
<th>Year of dispute</th>
<th>Amount in dispute (in US$)</th>
<th>Contract Identification</th>
<th>Total Contract Amount (current value in US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Name of Client:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Address of Client:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Matter in dispute:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Party who initiated the dispute:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Status of dispute:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Party awarded if resolved:</td>
<td></td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Project name &amp; Country of Assignment</th>
<th>Client &amp; Reference Contact Details</th>
<th>Contract Value</th>
<th>Period of activity and status</th>
<th>Types of activities undertaken</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.
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.
a. Background Information and Rationale, Project Description

The Project, Support to Peacebuilding and Normalization (SPAN) was envisioned to contribute towards sustaining the gains of the Government’s comprehensive peace process, and in ensuring peace and security in conflict-affected areas by a) accelerating the implementation of security and socioeconomic aspects of the Normalization Annex of the GPH-MILF Comprehensive Agreement on Bangsamoro (CAB), and b) strengthening the enabling environment for peace, recovery and development. By accelerating the achievement of results relative to the Normalization process, SPAN will help sustain confidence-building and stability on the ground, and help strengthen joint platforms for the transition process of the MILF towards self-governance through political rather than military means. By increasing capacities for conflict prevention and peacebuilding and responding to the critical needs of vulnerable sectors, SPAN will help establish conflict-sensitive and peace-promoting governance, and contribute to the achievement of a durable peace and sustainable recovery and development. In partnership with OPAPP, UNDP will implement SPAN through the National Acceleration Modality (NAM) initially over a period of one year. The Programme is implemented in areas covered by the Comprehensive Agreement on Bangsamoro (CAB) and the Autonomous Region in Muslim Mindanao (ARMM).

The SPAN Programme has the following components:

Component 1: Support to the Implementation of the Security Aspect of Normalization
Component 2: Support to the Implementation of the Socioeconomic Aspect of Normalization
Component 3: Strengthening the Enabling Environment for Peace, Recovery and Development
Component 4: Social Healing and Peacebuilding Programme for Marawi

Evaluations are critical for UNDP to progress towards advancing human development. Through the generation of evidence and objective information, evaluations enable UNDP to make informed decisions and plan strategically. This project terminal evaluation is intended to demonstrate the level of change in the project outputs indicators and the project’s contribution to outcome level changes, which are normally demonstrated as changes in the performance of institutions or behavior changes. It must also consider whether resources have been properly and judiciously harnessed towards implementation and delivery of stated outputs and the extent to which these outputs contributed to observed results achieved. The evaluation must also identify any operational issues that may be improved to facilitate better program implementation and delivery for similar programs in the future.

The evaluation will be used by all main parties (UNDP and partner government agency) to assess their approaches to development assistance and to design future interventions. It is expected to ensure accountability and to generate knowledge for wider use.

b. Specific Objectives

The evaluation will identify the level of achievement in project outputs and the contribution to results at the outcome level, including unintended positive and negative results. The evaluation also aims to identify the key lessons learned and best practices.

The evaluation will assess:

- The relevance of the project
- The effectiveness of the achievement of results at the output levels and the level of efficiency in the use of project resources
- The usefulness and sustainability of the results for the project beneficiaries
c. **Scope**

Under the overall guidance of the Evaluation Reference Group, and reporting to the UNDP evaluation manager, the evaluator, shall assess the relevance, effectiveness, efficiency, and sustainability of the Support to Peacebuilding and Normalization (SPAN) Project by reviewing progress towards project results based on the project document and annual work plans. The evaluation will review the project’s theory of change vis-à-vis the project’s achievements and risks, and assess the project’s potential effects on the target groups. It will likewise highlight strengths, weaknesses/gaps, good practices, and provide forward looking recommendations for the design and implementation of future government financing projects.

The evaluation will also provide an analysis of the data generated from the client satisfaction surveys that were collected by partner CSOs. To the extent possible, the evaluation will assess the contributions of the project to the beneficiaries of the different programs such as WAVE Social Enterprise, WAVE Anti-Dispute Resolution and College Education Assistance Program (CEAP).

The conduct of the evaluation should be based on the following criteria and key guide questions and may employ the methodological approaches indicated in see Section D.

- **Relevance**
  a. Did the project design and choice of activities and deliverables properly reflect and respond to specifically identified needs of the government and of the beneficiaries? How were the needs determined and assessed?
  b. How valid is the Theory of Change? Were the planned and actual activities and outputs of the project consistent with the intended outcomes?

- **Efficiency**
  a. To what extent was the project managed and delivered in a cost-effective way?
  b. How was the project managed in terms of timeliness?
  c. How did project risks influence the efficiency of project implementation? Were all major risks adequately identified before and during project implementation?
  d. How does COVID-19 pandemic affect the implementation of the project (timeline, deliverables, beneficiaries etc.)

- **Effectiveness**
  a. To what extent is the project successful in achieving results, both expected and unexpected?
  b. How effective was the project in building the capacities of partners and beneficiaries?
  c. To what extent has the use of UNDP systems accelerated the implementation of the project in the following areas: budgeting, procurement, HR augmentation, partnerships and CSO engagement, finance, and monitoring?
  d. To what extent has UNDP met standard integrity/accountability measures in the delivery of civil works, projects, goods and services?
  e. What are the innovative approaches or strategies that the project introduced?
  f. What value has UNDP added? Both expected and unexpected?
  g. Is the project reaching the intended beneficiaries, rights holders and duty bearers?
  h. To what extent has the project been effective in policy/systems influencing at the national and local level?
  i. Did the project build effective synergies with other existing initiatives?
  j. What are the results of the client satisfaction surveys carried out by partner CSOs?
k. To what extent does the project integrate gender equality, women’s empowerment, and human rights?

- **Sustainability**
  a. To what extent can project results be continued without the project’s further involvement?
  b. To what extent has OPAPP been capacitated to improve financial management and service delivery through the project?
  c. To what extent has the project built in resilience to future risks? (e.g. wastage, over-budgeted specs)
  d. What are the learnings and best practices?

d. **Approach and Methodology**

Methodological approaches should include some of the following approaches indicated below. To note that the project expects a modest evaluation.

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- **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 work plans
  - Activity designs
  - Consolidated quarterly and annual reports
  - Results-oriented monitoring report
  - Highlights of project board meetings
  - Technical/financial monitoring reports

- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
  - Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
  - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
  - All interviews should be undertaken in full confidence and anonymity. The final 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.

- **Field visits** and on-site validation of key tangible outputs and interventions.
  - 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, observational visits, group discussions, 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.
The evaluation must cover all 10 sites listed below. Activities for the study must be carried out using a combination of onsite and online modalities (6 locations for onsite and 4 locations for online).

**On-site (6 sites)**
Five (5) sites in Cotabato and BMFI in Cagayan de Oro are for on-site evaluations.

**On-line/Remote (4 sites)**
ECOWEB, MARADECA, 1 barangay beneficiary in Iligan/Marawi/CDO and IRDT.

Locations for Evaluation:

a) **Cotabato City** – at least 3 days
- OPAPP Cotabato (JPSC/Security Unit and TFDCC/Socioeconomic Unit) *(DOS, Maguindanao – approx. 30 mins away from Cotabato City; 5 mins away from Awang Airport)*
- JPST Operations Center *(based in the OPAPP Compound; DOS, Maguindanao – approx. 30 mins away from Cotabato City; 5 mins away from Awang Airport)*
- The Moropreneur (CSO) *(Cotabato City)*
- Independent Decommissioning Body (IDB) *(Cotabato City)*
- Camp Darapanan *(Simuay, Sultan Kudarat, Maguindanao approx. 30 mins away from Cotabato City)*

b) **CDO/Iligan City** – at least 4 days
- BMFI *(CDO)*
- ECOWEB *(Iligan)*
- MARADECA *(Marawi)*
- 1 Barangay Beneficiaries in Iligan/Marawi/CDO

c) **Zamboanga City** – 1 day
- IRDT

For the 6 locations where online evaluations will be done, 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. Remote interviews may be undertaken through telephone or online (skype, zoom etc.). The contractor can work remotely with local evaluator support in the field if it is safe for them to operate and travel. No stakeholders, contractor or UNDP staff should be put in harm’s way and safety is the key priority. This should be detailed in the Proposal and Inception report and agreed with the Evaluation Manager.

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.

e. **Deliverables and Schedules/Expected Outputs**

The contractor is expected to deliver the outputs, according to a set schedule. The following is an indicative schedule and prospective Evaluators may propose an alternative delivery schedule. The total length of the contract shall ideally be three (3) months, with a tolerance of one (1) month depending on the value-added work to be proposed compared to the requirement. The total duration of the evaluation will be a minimum of 45 days spread over 3 months.
<table>
<thead>
<tr>
<th>Deliverables/Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required</th>
<th>Designated person who will review and accept the output</th>
</tr>
</thead>
</table>
| Inception Report with attachments/annexes Revised, with matrix of key inputs from Evaluation Reference Group (ERG) with feedback | Draft within one (1) week from the start of the contract Revised within one (1) week from presentation to ERG | 3 September 2021 10 September 2021 | To be presented to and commented on by ERG  
*Approval: Evaluation Manager* | OIC of Project SPAN  
and / or  
Team Leader, Peace Programme Team |
| Presentation of preliminary findings | Within seven (7) weeks from the start of the contract | 15 Oct 2021 | To be presented to and commented on by ERG  
*Approval: Evaluation Manager* | OIC of Project SPAN  
and / or  
Team Leader, Peace Programme Team |
| Draft Evaluation Report A matrix of key inputs from the ERG with feedback | Within eight (8) weeks from the start of the contract Within one (1) week from presentation to ERG | 22 Oct 2021 05 November 2021 | To be presented to and commented on by ERG  
*Approval: Evaluation Manager* | OIC of Project SPAN  
and / or  
Team Leader, Peace Programme Team |
| Final Report and evaluation audit trail Refinement of the final draft with matrix of key inputs from the ERG with feedback | Within eleven (11) weeks from start of the contract | 12 November 2021 |  
*Approval: Project Manager* | OIC of Project SPAN  
and / or  
Team Leader, Peace Programme Team |

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.

- **Presentation of preliminary findings.** Immediately following an evaluation, the evaluator will present preliminary debriefing and findings.

- **Draft evaluation report.** The programme unit 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.

- **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be submitted by the evaluator to show how they have addressed comments.

- **Final evaluation report.**

- **Presentations to stakeholders and/or the evaluation reference group** or participation in knowledge-sharing events

f. **Key Performance Indicators and Service Level**

The evaluation will review the project’s theory of change vis-à-vis the project’s achievements and risks, and assess the project’s potential effects on the target groups. It will likewise highlight strengths, weaknesses/gaps, good practices, and provide forward looking recommendations for the design and implementation of future government financing projects.

The evaluation will also provide an analysis of the data generated from the client satisfaction surveys that were collected by partner CSOs. To the extent possible, the evaluation will assess the contributions of the project to the beneficiaries of the different programs such as WAVE Social Enterprise, WAVE Anti-Dispute Resolution and College Education Assistance Program (CEAP).

The Firm is expected to:

a) Proactively communicate all updates to the UNDP Peace Programme Analyst on a weekly or bi-weekly basis. Meetings and weekly reports will be discussed at the inception meeting;

b) Update any issues, challenges to the UNDP Peace Programme Analyst real time, especially those that may affect timelines;

c) Inform the UNDP Peace Programme Analyst and/or Programme Assistant a month prior to contract expiry for any extension requests via a formal letter.

g. **Governance and Accountability**

The contractor will be supervised by the Peace Programme Analyst and the UNDP Results Based Management Analyst. Both will be responsible for liaising with the Evaluation Team pertaining to required technical and financial documents, coordinating with stakeholders, setting up interviews, arranging field visits, and looking after the evaluation budget and schedule. They shall likewise assist in distribution of draft reports to stakeholders for their review, consolidation of comments, and in organizing key stakeholders’ meetings for presentation of the salient points of the draft/final reports.

The UNDP RBM Analyst will brief the Evaluation Team on UNDP evaluation norms and standards, reviewing and quality assuring the inception/draft/final reports, and in publishing findings and management responses at the UNDP Evaluation Resource Center.

The Evaluation contractor will be responsible for implementing all evaluation-related activities and in producing the evaluation products listed in the deliverables section of this TOR. While the Project SPAN Team will provide the information required and support in coordinating with stakeholders, the Evaluator will have to manage its own schedule and logistical arrangements in the conduct of interviews and site visits.
h. Facilities to be provided by UNDP

The UNDP Project SPAN Team focal will provide project related documents and assist in providing the names and contact numbers of key informants or organizations. They will also provide support in coordinating with the project stakeholders.

i. Expected duration of the contract/assignment

The evaluators will be hired for an indicative period of three (3) months, beginning August 2021, in accordance with the timetable set forth in Section E above.

j. Duty Station

Majority of the work shall be done remotely. Given the current situation in the country, UNDP supports implementation of remote or virtual meetings. Please refer to D. Approach and Methodology for online vs onsite work requirement).

If allowed by IATF and local government community quarantine protocol, the Firm’s key personnel may be asked to report physically to UNDP as agreed during the inception report, and when physical participation, such as consultations with stakeholders and Evaluation Reference Group (ERG) meetings, will be necessary. A list of stakeholders with contact details (phone and email) will be provided by the project team.

k. Selection of the Contractor, Professional Qualifications, and Key Personnel

The Firm shall make available at the very minimum, a Project Lead, who shall serve as main representative and liaison of the Firm with UNDP, and at least 1 or 2 key personnel.

   a) Expertise of the Firm
      
      - At least 5 years’ experience in producing high quality research outputs for government and international organizations, including on peacebuilding and development programs in the Bangsamoro region
      - At least (3) years’ recent experience in conducting quantitative and qualitative research and/or monitoring and evaluation assessments across multiple geographic locations in Mindanao, including the Bangsamoro region
      - At least 3 years’ experience in research work relative to joint, multi-dimensional programmes between the Philippine government and international development organizations

   b) Key Personnel
      
      - A team of at least two (2) members, with an assigned Team Leader or Project Lead who shall serve as main representative and liaison of the Firm or team of experts. Both key personnel should have experience in monitoring and evaluation of development programs and projects. Knowledge about the Bangsamoro peace and development context is an advantage
Team Leader/M&E Specialist:
- At least a Master’s Degree in economics, political science, social science, public administration, business management, or other relevant fields. A higher degree as well as specialized training in M&E, project management, etc. are advantageous;
- At least five (5) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization / experience in evaluations, and those with work experience in the government or international organizations;
- A portfolio of at least three (3) published and/or unpublished research work in relevant policy/program areas and/or research output from consultancy projects in the last three (3) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc. At least one (1) of these should be an evaluation;
- At least 3 years’ experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both;
- At least five (5) years’ experience in project/team leadership and management.

Peacebuilding Specialist:
- At least a Bachelor’s Degree in economics, political science, social science, international development, conflict studies, law or public administration, or other relevant fields
- At least five (5) years of peacebuilding and development work in Mindanao/Bangsamoro region particularly in the following areas of engagement or practice: conflict prevention and peacebuilding; community-based peacebuilding; emergency response; early recovery and post-conflict/post-disaster community rebuilding/recovery, and women, peace, and security
- At least five (5) years’ experience in conducting programming or research in the Bangsamoro region related to the Bangsamoro peace process (e.g., CAB, BOL, transition, etc.) or other thematic areas as indicated above
- At least (2) published and/or unpublished research work in relevant policy/program areas and/or research outputs from consultancy projects in the last two (2) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc.

I. Scope of Price and Schedule of Payments

While the Project SPAN Team will provide the information required and support in coordinating with stakeholders, the Evaluators will have to manage their own schedule and logistical arrangements in the conduct of interviews and/or site visits (whether these are virtual or face-to-face).

1. Base per-day costs and total cost (i.e., multiplied by the proposed level of effort of personnel based on the technical proposal) shall be indicated in the financial proposal.
2. The following components should be included, as a minimum, in the financial proposal:
   a. Professional fees/salaries/honoraria of the evaluation team
   b. Other professional fees and salaries
   c. Travel, lodging, and allowances for field work (if any under “Other costs”)
   d. Communication, workshops, meetings
   e. Materials, reproduction, subscriptions
   f. Management and operational costs (including health insurance, swab tests, etc)
   g. Others as may be relevant to the scope of work.

Thus, the financial proposal should be an all-inclusive fixed total contract price, supported by a breakdown of costs to include professional fees and related logistical expenditures.
The selected Firm shall receive payments based on the schedule below and the milestones indicated in Part E.

<table>
<thead>
<tr>
<th>Payment Schedule</th>
<th>Percentage of Contract Amount</th>
<th>Payment Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st payment</td>
<td>20%</td>
<td>Upon submission and acceptance of inception report</td>
</tr>
<tr>
<td>2nd payment</td>
<td>20%</td>
<td>Upon presentation of mission evaluation highlights and submission and acceptance of presentation materials</td>
</tr>
<tr>
<td>3rd payment</td>
<td>30%</td>
<td>Upon submission and acceptance of draft evaluation report</td>
</tr>
<tr>
<td>4th and final payment</td>
<td>30%</td>
<td>Upon submission and acceptance of final evaluation report and other related documents; and Presentation to stakeholders and/or evaluation reference group</td>
</tr>
</tbody>
</table>

m. Criteria for Evaluation

1. The selection process will follow a Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively.

2. The minimum passing score of the technical proposal shall be 70%. Technical proposals will be evaluated based on the following major criteria, as shown in the tables below, with total obtainable points of 1,000. Only firms that obtain a minimum technical score of 70 points will be included in the financial evaluation.

3. All proposers will be evaluated based on the Firm’s complete submission of requirements, eligibility (list of requirements are posted in the solicitation document) and following the technical criteria below:

<table>
<thead>
<tr>
<th>Technical Proposal Evaluation</th>
<th>Points Obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bidder’s qualification, capacity and experience / Expertise of the Firm</td>
<td>300</td>
</tr>
<tr>
<td>2. Proposed Methodology, Approach and Implementation Plan</td>
<td>350</td>
</tr>
<tr>
<td>3. Management Structure and Key Personnel</td>
<td>350</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section 1. Expertise of the firm</th>
<th>Points Obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 At least 5 years’ experience producing high quality research outputs for government and international organizations,</td>
<td>110</td>
</tr>
</tbody>
</table>
including on peacebuilding and development programs in the Bangsamoro region

5 years = 77 points; additional points for more than 5 years, up to a maximum of 110 points

1.2. At least 3 years’ recent experience in conducting quantitative and qualitative research and/or monitoring and evaluation assessments across multiple geographic locations in Mindanao, including the Bangsamoro region

3 years = 77 points; additional points for more than 3 years, up to a maximum of 110 points

1.3 At least 3 years’ experience in research work relative to joint, multi-dimensional programmes between the Philippine government and international development organizations

3 years = 56 points; additional points for more than 3 years, up to a maximum of 80 points

**Total Section 1** 300

<table>
<thead>
<tr>
<th>Section 2. Proposed Methodology, Approach and Implementation Plan</th>
<th>Points obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Description of the Offeror’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference</td>
<td>250</td>
</tr>
<tr>
<td>2.2 Details on how the different service elements shall be organized, controlled and delivered</td>
<td>100</td>
</tr>
</tbody>
</table>

**Total Section 2** 350

<table>
<thead>
<tr>
<th>Section 3. Management Structure and Key Personnel</th>
<th>Points obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?</td>
<td>100</td>
</tr>
<tr>
<td>3.2 Qualifications of key personnel proposed</td>
<td></td>
</tr>
<tr>
<td>3.2 a <strong>TEAM LEADER/M&amp;E Specialist</strong></td>
<td></td>
</tr>
<tr>
<td>At least a Master’s Degree in economics, political science, social science, public administration, business management, or other relevant fields. A higher degree as well as specialized training in M&amp;E, project management, etc. are advantageous;</td>
<td>150</td>
</tr>
<tr>
<td>Master’s Degree = 14 points; additional 6 points for additional degree up to a maximum of 20 points</td>
<td>20</td>
</tr>
<tr>
<td><strong>At least five (5) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization / experience in evaluations, and those with work experience in the government or international organizations.</strong></td>
<td></td>
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<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td><strong>5 years = 28 points; additional points for more than 5 years, up to a maximum of 40 points; additional 5 points for demonstrated specialization / experience in evaluations, and those with work experience in the government or international organizations.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>A portfolio of at least three (3) published and/or unpublished research work in relevant policy/program areas and/or research output from consultancy projects in the last three (3) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc. At least one (1) of these should be an evaluation;</strong></td>
<td></td>
</tr>
<tr>
<td><strong>At least 3 research works within the last 3 years = 21 points; more than 3 works in the last 3 years = additional points up to 30 pts.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>At least three (3) years’ experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>3 years = 7 points; additional points for more years up to 20 points</strong></td>
<td></td>
</tr>
<tr>
<td><strong>At least five (5) of years’ experience in project/team leadership and management</strong></td>
<td></td>
</tr>
<tr>
<td><strong>5 years = 28 points; additional points for more than 5 years up to 40 points</strong></td>
<td></td>
</tr>
<tr>
<td><strong>3.2 b Peacebuilding Specialist</strong></td>
<td></td>
</tr>
<tr>
<td><strong>At least a Bachelor’s Degree in economics, political science, social science, international development, conflict studies, law or public administration, or other relevant fields</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Bachelorlor’s Degree = 7 points; additional 1.5 points for each additional degree up to 10 pts.</strong></td>
<td></td>
</tr>
<tr>
<td>Experience/Work Required</td>
<td>Points</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>At least five (5) years of peacebuilding and development work in Mindanao/Bangsamoro region particularly in the following areas of engagement or practice: conflict prevention and peacebuilding; community-based peacebuilding; emergency response; early recovery and post-conflict/post-disaster community rebuilding/recovery, and women, peace, and security</td>
<td>40</td>
</tr>
<tr>
<td>5 years = 28 points; additional points for more than 5 years up to 40 pts.</td>
<td></td>
</tr>
<tr>
<td>At least five (5) years’ experience in conducting programming or research in the Bangsamoro region related to the Bangsamoro peace process (e.g., CAB, BOL, transition, etc.) or other thematic areas as indicated above</td>
<td>30</td>
</tr>
<tr>
<td>5 years = 21 points; additional points more than 5 years up to a maximum of 30 pts.</td>
<td></td>
</tr>
<tr>
<td>At least (2) published and/or unpublished work in relevant policy/program areas and/or research outputs from consultancy projects in the last two (2) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc.</td>
<td>20</td>
</tr>
<tr>
<td>At least 2 policy/research outputs within the last 2 years = 14 points; more than 2 works in the last 2 years = additional points up to 20 pts.</td>
<td></td>
</tr>
</tbody>
</table>

| Total Section 3 | 350 |

4. In the combined scoring, the Financial Proposal will be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.

n. Additional References or Resources

SPAN Project to provide the ff:
- Project results framework and theory of change
- Documents to be consulted. A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report.