

*United Nations Development Programme*



*Empowered lives.  
Resilient nations.*

# REQUEST FOR PROPOSAL

**Re-advertisement:**

**EU4MD/ Elaboration of Local Strategic Plans for Cahul and Ungheni municipalities for treating and preventing corruption**

RFP No.: 21/02349

Project: **EU4Moldova: Focal regions**

Country: **Moldova, Republic of**

Issued on: 23 August 2021

# Contents

<b>SECTION 1. LETTER OF INVITATION.....</b>	<b>4</b>
<b>SECTION 2. INSTRUCTION TO BIDDERS .....</b>	<b>5</b>
<b>A. GENERAL PROVISIONS .....</b>	<b>5</b>
1. Introduction .....	5
2. Fraud & Corruption, Gifts and Hospitality .....	5
3. Eligibility.....	5
4. Conflict of Interests.....	6
<b>B. PREPARATION OF PROPOSALS.....</b>	<b>6</b>
5. General Considerations.....	6
6. Cost of Preparation of Proposal.....	6
7. Language .....	6
8. Documents Comprising the Proposal.....	6
9. Documents Establishing the Eligibility and Qualifications of the Bidder.....	7
10. Technical Proposal Format and Content.....	7
11. Financial Proposals.....	7
12. Proposal Security .....	7
13. Currencies.....	8
14. Joint Venture, Consortium or Association .....	8
15. Only One Proposal.....	9
16. Proposal Validity Period.....	9
17. Extension of Proposal Validity Period.....	9
18. Clarification of Proposal .....	9
19. Amendment of Proposals .....	9
20. Alternative Proposals .....	10
21. Pre-Bid Conference .....	10
<b>C. SUBMISSION AND OPENING OF PROPOSALS.....</b>	<b>10</b>
22. Submission.....	10
23. Deadline for Submission of Proposals and Late Proposals.....	11
24. Withdrawal, Substitution, and Modification of Proposals .....	11
25. Proposal Opening.....	12
<b>D. EVALUATION OF PROPOSALS.....</b>	<b>12</b>
26. Confidentiality.....	12
27. Evaluation of Proposals .....	12
28. Preliminary Examination.....	12
29. Evaluation of Eligibility and Qualification .....	12
30. Evaluation of Technical and Financial Proposals .....	13
31. Due Diligence.....	13
32. Clarification of Proposals .....	14
33. Responsiveness of Proposal.....	14
34. Nonconformities, Reparable Errors and Omissions.....	14
<b>E. AWARD OF CONTRACT.....</b>	<b>15</b>
35. Right to Accept, Reject, Any or All Proposals .....	15
36. Award Criteria.....	15
37. Debriefing.....	15
38. Right to Vary Requirements at the Time of Award.....	15
39. Contract Signature .....	15
40. Contract Type and General Terms and Conditions .....	15
41. Performance Security .....	15
42. Bank Guarantee for Advanced Payment.....	15
43. Liquidated Damages.....	16
44. Payment Provisions.....	16
45. Vendor Protest.....	16
46. Other Provisions.....	16
<b>SECTION 3. BID DATA SHEET.....</b>	<b>17</b>

**SECTION 4. EVALUATION CRITERIA .....20**

**SECTION 5. TERMS OF REFERENCE .....26**

**SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST .....35**

**FORM A:** TECHNICAL PROPOSAL SUBMISSION FORM .....36

**FORM B:** BIDDER INFORMATION FORM .....37

**FORM C:** JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM.....39

**FORM D:** QUALIFICATION FORM.....40

**FORM E:** FORMAT OF TECHNICAL PROPOSAL .....43

**FORM F:** FINANCIAL PROPOSAL SUBMISSION FORM.....46

**FORM G:** FINANCIAL PROPOSAL FORM.....47

## 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 [liliana.caterov@undp.org](mailto:liliana.caterov@undp.org), indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in e-Tendering 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:

*Victoria Josan*

---

Name: Victoria JOSAN  
Title: Procurement Assistant  
Date: **August 23, 2021**

Approved by:

*Denis Suschevici*

---

Name: Denis SUSCHEVICI  
Title: Head of Procurement  
Date: **August 23, 2021**

IT

## Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
<b>1. Introduction</b>	<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 <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></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 (<a href="http://www.ungm.org">www.ungm.org</a>). 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>
<b>2. Fraud &amp; Corruption, Gifts and Hospitality</b>	<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 <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></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 <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p>
<b>3. Eligibility</b>	<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><b>4. Conflict of Interests</b></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"> <li>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;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <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"> <li>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</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <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>B. PREPARATION OF PROPOSALS</b></p>	
<p><b>5. General Considerations</b></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><b>6. Cost of Preparation of Proposal</b></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>
<p><b>7. Language</b></p>	<p>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.</p>
<p><b>8. Documents</b></p>	<p>8.1 The Proposal shall comprise of the following documents:</p>

<p><b>Comprising the Proposal</b></p>	<p>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.</p>
<p><b>9. Documents Establishing the Eligibility and Qualifications of the Bidder</b></p>	<p>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.</p>
<p><b>10. Technical Proposal Format and Content</b></p>	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>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.</p> <p>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</p> <p>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.</p>
<p><b>11. Financial Proposals</b></p>	<p>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.</p> <p>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.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<p><b>12. Proposal Security</b></p>	<p>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.</p> <p>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.</p> <p>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> <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> <p>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</p>

	<p>b) In the event that the successful Bidder fails:</p> <p>i. to sign the Contract after UNDP has issued an award; or</p> <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><b>13. Currencies</b></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> <p>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</p> <p>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>
<p><b>14. Joint Venture, Consortium or Association</b></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</p>

	be available within one firm.
<b>15. Only One Proposal</b>	<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> <ol style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>d) 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;</li> <li>e) 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</li> <li>f) 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.</li> </ol>
<b>16. Proposal Validity Period</b>	<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>
<b>17. Extension of Proposal Validity Period</b>	<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 which case, such Proposal will not be further evaluated.</p>
<b>18. Clarification of Proposal</b>	<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>
<b>19. Amendment of Proposals</b>	<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</p>

	<p>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>
<b>20. Alternative Proposals</b>	<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>
<b>21. Pre-Bid Conference</b>	<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>
<b>C. SUBMISSION AND OPENING OF PROPOSALS</b>	
<b>22. Submission</b>	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
<b>Hard copy (manual) submission</b>	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ol style="list-style-type: none"> <li>a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ol style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS</li> </ol> </li> </ol>

<p><b>Email Submission</b></p>	<p>iii. Bear a warning that states “<i>Not to be opened before the time and date for proposal opening</i>” as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <p>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</p> <p>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS.</p> <p>c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</p>
<p><b>eTendering submission</b></p>	<p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <p>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</p> <p>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</p> <p>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.</p> <p>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.</p> <p>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:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/</a></p>
<p><b>23. Deadline for Submission of Proposals and Late Proposals</b></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><b>24. Withdrawal, Substitution, and Modification of Proposals</b></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</p>

	<p>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 been opened</p>
<b>25. Proposal Opening</b>	<p>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.</p>
<b>D. EVALUATION OF PROPOSALS</b>	
<b>26. Confidentiality</b>	<p>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.</p> <p>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.</p>
<b>27. Evaluation of Proposals</b>	<p>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.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> <li>a) Preliminary Examination</li> <li>b) Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>c) Evaluation of Technical Proposals</li> <li>d) Evaluation of Financial Proposals</li> </ol>
<b>28. Preliminary Examination</b>	<p>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.</p>
<b>29. Evaluation of Eligibility and Qualification</b>	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> <li>a) 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'</li> </ol>

	<p>list;</p> <ul style="list-style-type: none"> <li>b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,</li> <li>c) 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;</li> <li>d) They are able to comply fully with UNDP General Terms and Conditions of Contract;</li> <li>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ul>
<p><b>30. Evaluation of Technical and Financial Proposals</b></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-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;"><b>TP Rating</b> = (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;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;"><b>Combined Score</b> = (TP Rating) x (Weight of TP, e.g. 60%) + (FP Rating) x (Weight of FP, e.g., 40%)</p> </div>
<p><b>31. Due Diligence</b></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"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</li> <li>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
<p><b>32. Clarification of Proposals</b></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><b>33. Responsiveness of Proposal</b></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><b>34. Nonconformities, Repairable Errors and Omissions</b></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> <ul style="list-style-type: none"> <li>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 price shall be corrected;</li> <li>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;</li> </ul>

	<p>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>
<b>E. AWARD OF CONTRACT</b>	
<b>35. Right to Accept, Reject, Any or All Proposals</b>	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.
<b>36. Award Criteria</b>	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.
<b>37. Debriefing</b>	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.
<b>38. Right to Vary Requirements at the Time of Award</b>	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.
<b>39. Contract Signature</b>	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.
<b>40. Contract Type and General Terms and Conditions</b>	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 <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
<b>41. Performance Security</b>	41.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> 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.
<b>42. Bank Guarantee for Advanced Payment</b>	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 <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP</a>

	<a href="#">DOCUMENT LIBRARY/Public/PSU Contract%20Management%20Payment%20and%20Taxes Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default</a>
<b>43. Liquidated Damages</b>	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.
<b>44. Payment Provisions</b>	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.
<b>45. Vendor Protest</b>	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: <a href="http://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html</a>
<b>46. Other Provisions</b>	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 <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a>

## 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.

<b>BDS No.</b>	<b>Ref. to Section.2</b>	<b>Data</b>	<b>Specific Instructions / Requirements</b>
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
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: Will be imposed as follows: Percentage of contract price per week of delay: 1%  Max. 5% deduction, after which UNDP may terminate the contract.
9	40	Performance Security	Not Required Not Required
10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	3 days before the submission deadline

IT

12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Liliana CATEROV, Procurement Coordinator Address: #104, Sciusev Street, Chisinau E-mail address: <a href="mailto:liliana.caterov@undp.org">liliana.caterov@undp.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP	Posted directly to eTendering
14	23	Deadline for Submission	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 checked="" type="checkbox"/> e-Tendering
15	22	Proposal Submission Address	<a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a> <u>Insert BU Code <b>MDA10</b> and Event ID number <b>0000010177</b></u>
16	22	Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> <li>▪ Format: PDF files only</li> <li>▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>▪ All files must be free of viruses and not corrupted.</li> <li>▪ <b>Your offer, comprising of Technical and Financial Proposals, shall be submitted in separate files, while the financial proposal shall be password protected. Please, ensure that no other documents are disclosing your financial proposal apart from Forms F and G which are password protected.</b></li> <li>▪ <b>Password for financial proposal must not be disclosed unless required in written by UNDP.</b></li> <li>▪ <b>DO NOT DISCLOSE YOUR PRICE IN THE E-TENDERING LINE ITEM. YOU MUST PUT PRICE AS 1\$ IN THE SYSTEM AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED IN INSTRUCTIONS.</b></li> </ul>
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 60%-40% distribution for technical and financial proposals respectively  <b>The minimum technical score required to pass is 70%.</b>
18		Expected date for commencement of Contract	October 25, 2021
19		Maximum expected duration of contract	6 months

IT

20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for contracts (goods and/or services)UNDP General Terms and Conditions for contracts (goods and/or services) <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
23		Other Information Related to the RFP	

IT

## 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

### 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
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	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
<b>Conflict of Interest</b>	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	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
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
<b>Previous Experience</b>	Minimum 5 (five) years of professional experience in elaboration or monitoring and evaluation of Anticorruption Strategies, Strategic Sectoral and/or Local Anticorruption	Form D: Qualification Form

<sup>1</sup> 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.

IT

	Plans, functional analysis of administrative processes within local and / or central public authorities. <i>(For JV/Consortium/Association, Lead Partner should meet requirement).</i>	
<b>Minimum Qualification Requirements</b>	The minimum personnel mandatory for the implementation of the contract: <ul style="list-style-type: none"> <li>• 1 (one) TEAM Leader</li> <li>• 1 (one) Expert-facilitator, local public administration specialist</li> <li>• 1 (one) Expert-facilitator, local public finance and public procurement specialist</li> <li>• 1 (one) Expert-facilitator, local public property management specialist</li> </ul> <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Attach required documents to Form E of Section 6
<b>Financial Standing</b>	Minimum average annual turnover of USD 30,000 for 2019 and 2018 years. <i>(For JV/Consortium/Association, Lead Partner 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

IT

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	250
2.	Proposed Methodology, Approach and Implementation Plan	300
3.	Management Structure and Key Personnel	450
<b>TOTAL</b>		<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability	50
1.2	General Organizational Capability which is likely to affect implementation: <ul style="list-style-type: none"> <li>Age of the firm - &lt;5 years – 0 pts, 5 years – 10 pts, &gt;5 years – 10 pts for each additional year up to maximum 40 pts</li> <li>project management controls (organigram) - up to 10 pts</li> </ul>	50
1.3	Relevance of: <ul style="list-style-type: none"> <li>Minimum 5 (five) years of professional experience in strategic planning and functional analysis of administrative processes within local and / or central public authorities (&lt;5 years – 0 pts, 5 years - 20 pts, &gt;5 years – 10 pts for each additional year up to max. 50 pts)</li> <li>At least 3 (three) Anticorruption Strategies, or Strategic Sectoral or Local Anticorruption Plans developed or monitored and evaluated (&lt;3 Plans – 0 pts, 3 Plans - 20 pts, &gt;3 Plans– 10 pts for each additional Plan up to max. 50 pts)</li> <li>Experience in conceptualizing, organizing and conducting trainings/workshops with participation of local public administration representatives, representatives of civil society organizations, public sector, local initiative groups (if no- 0 pts, each project – 5 pts up to max. 20 pts). Detailed description of previously conducted trainings/workshops must be described in the Company Profile indicating project, year, other details as may be relevant.</li> <li>Experience in conceptualizing, organizing and conducting public consultations of strategic development plans (if no- 0 pts, each project – 5 pts up to max. 20 pts). Detailed description of previously conducted public consultations must be described in the Company Profile indicating project, year, other details as may be relevant.</li> <li>Work for UNDP/UN Agencies/donor funded/EU projects will be considered a strong advantage (no experience - 0 pts, yes – 10 pts).</li> </ul>	150
<b>Total Section 1</b>		<b>250</b>

Section 2. Proposed Methodology, Approach and Implementation Plan	Points obtainable
---	-------------------

2.1	<p>Does Methodology and Approach meet the ToR requirements?</p> <ul style="list-style-type: none"> <li>• <i>full understanding of the assignment. The proposed approach and methodology fully demonstrate responsiveness to the ToR – 51 to 70 pts</i></li> <li>• <i>satisfactory understanding of the assignment. The proposed approach and methodology correspond to the TOR but require some adjustments to properly address all the tasks – 21 to 50 pts</i></li> <li>• <i>limited understanding of the assignment. The proposed approach and methodology don't correspond to the TOR and require major adjustments to properly address the tasks – 0 to 20 pts</i></li> </ul>	70
2.2	<p>Does the Methodology describe all the actions and their consequence into sufficient details, are they logical?</p> <ul style="list-style-type: none"> <li>• <i>detailed and logical description - 31 to 50 pts</i></li> <li>• <i>limited description which requires improvements – 11 to 30 pts</i></li> <li>• <i>no description or somehow touched upon – 0 to 10 pts.</i></li> </ul>	50
2.3	<p>Does the proposed Methodology demonstrate knowledge and understanding of the methodology "Islands of Integrity" promoted by the UNDP Istanbul Regional Hub and its challenges?</p> <ul style="list-style-type: none"> <li>• <i>full understanding and deep knowledge of the UNDP Methodology. The methodological steps, activities, tools that will be applied are well described and addressed into sufficient details – 51 to 70 pts</i></li> <li>• <i>the understanding and knowledge of the UNDP Methodology is satisfactorily addressed without providing many details – 21 to 50 pts</i></li> <li>• <i>the understanding and knowledge of the UNDP Methodology is not addressed at all or only touched upon – 0 pts to 20 pts.</i></li> </ul>	70
2.4	<p>Does the Methodology and Approach include participatory and multi-stakeholder approach, including description of steps for public consultations?</p> <ul style="list-style-type: none"> <li>• <i>participatory and multi-stakeholder approach is aligned to the ToR requirements; description of steps for public consultations are well detailed and aligned to the national legislation requirements – 31 to 50 pts</i></li> <li>• <i>participatory and multi-stakeholder approach is satisfactorily addressed, providing some details; description of steps for public consultations are described without providing many details and may be improved – 11 to 30 pts</i></li> <li>• <i>participatory and multi-stakeholder approach is not addressed at all or somehow touched upon; description of steps for public consultations are not described or a simple reference to the national legislation requirements is made – 0 to 10 pts.</i></li> </ul>	50
2.5	<p>Does the proposal contain performance monitoring and evaluation mechanisms and tools?</p> <ul style="list-style-type: none"> <li>• <i>the performance monitoring and evaluation mechanisms are appropriate to the task, logical and correspond with the proposed methodology – 14 to 20 pts</i></li> <li>• <i>the performance monitoring and evaluation mechanisms are inconsistent and require some adjustments to properly address all the tasks – 6 to 13 pts</i></li> <li>• <i>the performance monitoring and evaluation mechanisms are weak – 0 to 5 pts.</i></li> </ul>	20
2.6	<p>Does the proposal contain a qualitative risk assessment and appropriate mitigation measures?</p> <ul style="list-style-type: none"> <li>• <i>the risk assessment and proposed mitigation measures are appropriate to the task, logical and correspond with the proposed methodology – 14 to 20 pts</i></li> <li>• <i>the risk assessment and proposed mitigation measures is inconsistent and require some adjustments to properly address all the tasks – 6 to 13 pts</i></li> </ul>	20

	<ul style="list-style-type: none"> <li>the risk assessment and proposed mitigation measures is weak – 0 to 5 pts.</li> </ul>	
2.7	<p>Does the proposal demonstrate good and logical distribution of roles in the team, including distribution per person-days' involvement?</p> <ul style="list-style-type: none"> <li>extensive and logical distribution - 13 to 20 pts</li> <li>to some extent - 5 to 12 pts</li> <li>limited or lack of any such details - 0 pts.</li> </ul>	20
<b>Total Section 2</b>		<b>300</b>

<b>Section 3. Management Structure and Key Personnel</b>		<b>Points obtainable</b>	
3.1	<b>1 (one) TEAM Leader</b>	150	
	Master's degree (or equivalent) in Management, Public Administration, Law, Economics or other relevant field (20 pts). PhD is a strong advantage (30 pts).		30
	At least 5 years of experience in the provision of services related to the strategic planning, organizational development, carrying out activities to promote anti-corruption measures, increasing the transparency of the public authorities' activity, the integrity of civil servants and accountability (<5 years – 0 pts, 5 years - 20 pts, >5 years – 10 pts each additional year up to max. 40 pts)		40
	Experience in managing projects/contracts for elaboration of at least 3 (three) Anticorruption Strategies or Strategic Sectoral Anticorruption Plans or Local Anticorruption Plans (<3 projects/contracts – 0 pts, 3 projects/contracts - 30 pts, >3 projects/contracts– 10 pts each additional projects/contract up to max. 50 pts)		50
	Experience working with UN Agencies/EU funded projects or other donors funded projects (no experience – 0 pts, Yes - 15 pts)		15
	Language Qualifications: proficiency in Romanian and Russian required (5 pts each language); command of English will be an advantage (5 pts)		15
3.2	<b>1 (one) Expert-facilitator, local public administration specialist</b>	100	
	University degree in Social Sciences, Public Administration, Law, Communication and Public Relations or other relevant field (15 pts). Master's degree is an advantage (20 pts).		20
	At least 5 years of working experience with local governance, strategic planning at local level and organizational development (<5 – 0 pts, 5 years - 10 pts, >5 years – 5 pts each additional year up to max. 25 pts)		25
	Experience in elaboration of Anticorruption Strategies/ Strategic Sectoral Anticorruption Plans/ Local Anticorruption Plans. <i>List of elaborated strategic anticorruption documents shall be included in the CV</i> (<1 strategic document – 0 pts, 1 document – 10 pts, >1 document – 5 pts each additional strategic document up to max. 25 pts)		25
	Experience in facilitation and delivering trainings for representatives of local public authorities. <i>List of delivered trainings (topics and number of participants) shall be included in the CV</i> (<3 projects – 0 pts, 3 projects/contracts - 10 pts, >3 projects/contracts– 5 pts each additional projects/contract up to max. 20 pts)		20
	Language Qualifications: proficiency in Romanian and Russian required (4 pts each language); command of English will be an advantage (2 pts)		10

<b>Section 3. Management Structure and Key Personnel</b>		<b>Points obtainable</b>	
3.3	<b>1 (one) Expert-facilitator, local public finance and public procurement specialist</b>	100	
	University degree in Economics, Public finance, Accounting, Public administration or other relevant field (15 pts). Master's degree is an advantage (20 pts).		20
	At least 5 years of working experience with local governance, local public finance management and/or public procurement procedures (<5 – 0 pts, 5 years - 10 pts, >5 years – 5 pts each additional year up to max. 25 pts)		25
	At least 3 confirmed examples of expertise and involvement in implementing projects related to local public finance management and public procurement procedures, elaboration of anticorruption plans or similar to this assignment strategic documents. <i>List of projects shall be included in the CV</i> (<3 projects – 0 pts, 3 projects - 10 pts, >3 projects– 5 pts each additional project, up to max. 25 pts)		25
	Experience in facilitation and delivering trainings for representatives of local public authorities. <i>List of delivered trainings (topics and number of participants) shall be included in the CV</i> (<3 projects – 0 pts, 3 projects/contracts - 10 pts, >3 projects/contracts– 5 pts each additional projects/contract up to max. 20 pts)		20
Language Qualifications: proficiency in Romanian and Russian required (4 pts each language); command of English will be an advantage (2 pts)	10		
3.4	<b>1 (one) Expert-facilitator, public property management specialist</b>	100	
	University degree in Public Administration, Law, Economics, Accounting or other relevant field (15 pts). Master's degree is an advantage (20 pts).		20
	At least 5 years of working experience with local governance, public property management, management of municipal enterprises (<5 – 0 pts, 5 years - 10 pts, >5 years – 5 pts each additional year up to max. 25 pts)		25
	At least 3 implemented projects (involvement) related to local public property management and elaboration of sectoral or local anticorruption plans /strategies or elaboration of similar to this assignment strategic documents. <i>List of projects shall be included in the CV</i> (<3 projects – 0 pts, 3 projects - 10 pts, >3 projects– 5 pts each additional project, up to max. 25 pts)		25
	Experience in facilitation and delivering trainings for representatives of local public authorities. <i>List of delivered trainings (topics and number of participants) shall be included in the CV</i> (<3 projects – 0 pts, 3 projects/contracts - 10 pts, >3 projects/contracts– 5 pts each additional projects/contract up to max. 20 pts)		20
Language Qualifications: proficiency in Romanian and Russian required (4 pts each language); command of English will be an advantage (2 pts)	10		
<b>Total Section 3</b>		<b>450</b>	

IT

## Section 5. Terms of Reference

---

### A. PROJECT TITLE: EU4Moldova: Focal Regions Programme (EU-funded)

### B. PROJECT DESCRIPTION

#### **General Background:**

The EU4Moldova: Focal Regions Programme (further Programme) is based on the European Commission Implementing Decision on the Annual Action Programme 2018 in favour of the Republic of Moldova and is funded by the European Union and implemented by the United Nations Development Programme and UNICEF.

The **overall objective** of the five-year Programme is to strengthen the economic, territorial and social cohesion in the Republic of Moldova through smart, green, inclusive, sustainable and integrated local socio-economic growth as well as by improving the standards of living of the citizens in the focal regions of Cahul and Ungheni.

To this end, this Programme will address also the urban-rural divide as well as regional disparities, stimulate economic growth and job creation, refurbish and upgrade some social and technical infrastructure in selected areas (smaller towns and villages) while taking into account climate change and a gender perspective in the activities of the Programme.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities and citizen participation in local governance processes in the focal regions.
2. To improve citizens' access to quality public services and utilities in the focal regions.
3. To create employment opportunities for men and women in the focal-regions and improve the attractiveness of the focal regions for investors and entrepreneurs.
4. To promote the smart specialization of the economy of the focal regions through the development of the clustering and value chain approach in key economic sectors.

The Programme objectives will be achieved through measures targeted at: (i) capacity building to support the implementation and monitoring of local economic development plans; (ii) civil society engagement in local planning, governance processes and basic social service delivery; (iii) provision of investment funding in support of the creation and/or development of social and technical infrastructure which, combined with the outcomes from interventions (i) and (ii) above, will have an immediate, visible and tangible impact on employment creation, the standard of living of the population in the focal regions.

#### **Specific context:**

Corruption is a universal problem, and local government around the world seems to be particularly vulnerable to it. Studies in the field<sup>2</sup>, attest that the activity of local public administration authorities in the Republic of Moldova is also affected by multiple cases of corruption. The areas of activity of the LPAs most affected by corruption cases include: the institutional integrity framework, reduced transparency in the decision-making

---

<sup>2</sup> [Studies and analysis on corruption | National Anticorruption Centre \(cna.md\)](#)

process, legality and efficiency of the public patrimony administration and management process, public procurement, financial management, issuance of various permissive acts, etc.

Thus, the studies elaborated by the national authorities responsible for the integrity and anti-corruption or the research of the civil society structures in the field, demonstrate that the local public administration authorities have a formalist approach regarding ensuring a climate of institutional integrity, which is not sufficiently promoted. There are shortcomings in internal communication and an irregular dialogue on ethical and integrity standards. Integrity and competence filters for access to and appointment to public office are lacking. At the same time, there is a lack of internal alert and warning systems for possible irregularities and illegalities.

At local level, the legal provisions on transparency in the decision-making process continue to be insufficiently ensured. The LPAs insufficiently organize public consultations for all draft decisions / provisions, do not publish the adopted decisions and do not ensure the publication of all adopted acts in the Register of local acts. Also, at local level there are practically no internal rules for informing, consulting and public participation in the decision-making process. Practically, very few local public authorities are developing and publishing the Annual Report on transparency in the decision-making process<sup>3</sup>.

In the process of administration of public patrimony at local level, not all patrimonial elements (land, forestry, aquatic, real estate, infrastructure objects, etc.) are evaluated and the patrimonial rights over the public patrimony are registered in the official Registers. The responsible factors within the LPAs do not know and, respectively, erroneously apply the legal provisions regarding the administration and use of the local public patrimony, and the inadequate management of the patrimony has repercussions on the revenue's receipts in the local budgets. Specifically, at the local level, major problems are attested regarding the integrity and efficient management of the land fund. Elements of corruption can be manifested by selling related land instead of being formed as public land as such. The field is also vulnerable in the case of organizing and conducting tenders on the sale / lease of land.

In the absence of documentation and description of operational processes related to public procurement, local contracting authorities in many cases do not ensure the transparency of public procurement procedures, as well as the efficiency of the use of public money<sup>4</sup>. Aspects related to identifying procurement needs, estimating their value, planning procurement in line with the public authority budget and ensuring an adequate level of transparency at all stages of the procurement process are the most vulnerable to acts of corruption.

Another vulnerable field is the issuance of certificates (on urban planning, information certificates on prospect of demolition, etc.) and permits (construction, demolition, change of destination of buildings and facilities, etc.). This area involves risks of corruption in terms of direct interaction between the applicant and the civil servant. The ambiguous, contradictory legislation, which leaves room for interpretation, gives officials high discretion in making decisions, which can generate risks of corruption.

These and other areas are foci of vulnerability to corruption. Consequently, corruption has a profoundly corrosive effect on local governance and the quality of life in communities. When decisions are taken to serve private rather than public interests, they undermine the ability of local government to promote social and

---

<sup>3</sup> Monitoring Report "Transparency in local government: between progress and involution", elaborated by IDIS "Viitorul" - <http://viitoru1.org/ro/library-books/759> and <http://localtransparency.viitorul.org/>

<sup>4</sup> Audit Report on the performance of the public procurement system, approved by the Decision of the Court of Accounts, no. 37 of October 1, 2015.

economic development and to protect the environment. Moreover, in the period when we are affected by the pandemic crisis, economic and political instability, the implementation of new policies through sick institutions, and the weak enforcement of the new rules, increases the level of corruption. As a result, citizens, especially the poor suffer the consequences in terms of loss of quality of life and the ability to pursue sustainable livelihoods. Complex and non-accountable municipal administrative practices tend to increase citizen apathy leading to lower revenues and less spending on social programs and basic services. Under these conditions, targeted measures are required to develop the climate of integrity, accountability, transparency and resistance to corruption risks of civil servants within local public administration authorities and local elected officials.

### **C. SCOPE OF WORK**

The EU4Moldova: Focal Regions Programme seeks specialized Company/Consortium of companies (hereinafter Company) that have capacity and potential to support local governments of Cahul and Ungheni municipalities to elaborate strategic plans through participatory processes focused on treating and preventing corruption, and at the same time, on improving effectiveness, efficiency, accountability and transparency of local governments institutions.

The overall aim of this action is to mainstream practices for increased transparency and accountability into municipal management processes. This will build up the integrity of local public service, diminish corruption, facilitate informed inputs from local population and civil society, and, finally, bring their expectations in line with the true potential of the local authority.

The selected Company will apply the innovative methodology “Islands of Integrity”<sup>5</sup> promoted by the UNDP Istanbul Regional Hub and field tested in Moldova and other countries from the region. Also, in elaboration of the Local Strategic Anti-Corruption Plans, the provisions of the National Strategy for Integrity and Anti-Corruption for period 2017–2020 approved by the Parliament Decision no. 56 of 30.03.20176 but also of the Government Decision no. 676 of 29.08.2017 regarding the approval of the mechanism for elaboration and coordination of the sectoral and local plans of anti-corruption actions for the years 2018-20207 will be considered.

Strategic and participatory processes to diagnose and treat the vulnerability to corruption of the target local governments is mandatory to be applied. After a general and an in-depth diagnosis, the selected Company will assist local governments staff of Cahul and Ungheni municipalities to elaborate solutions and develop and initiate implementation of the anticorruption action Plans.

### **D. KEY TASKS AND ACTIVITIES**

More specifically, the selected Company/Consortium of companies will take the entire responsibility for carrying out the below-described activities and results:

---

<sup>5</sup> <https://corruptionfreecities.org/available-methodologies/ Or Training Manuals : FPDFL>

<sup>6</sup> [HP56/2017 \(legis.md\)](#)

<sup>7</sup> [HG676/2017 \(legis.md\)](#)

**Task 1: Preparation activities.**

Goal: Establish in each target municipality (Cahul and Ungheni), a local partnership with the local authorities and the key stakeholders, which will be involved in the whole strategic planning process and prepare for strategic planning workshops. The Company shall:

1. Collect relevant materials about target local governments.
  - Collect available documents, materials and information about the Cahul and Ungheni local governments performances and citizens perceptions, in order to have a baseline to which to compare the intervention process results.
2. Analyse collected documents, such as:
  - Citizens' opinions surveys about the quality of public services provided by the local governments as well as about the level of corruption in the pilot local governments and municipalities.
  - Local Developments' Plans / strategies / programs.
  - Local Government Organizational charts and activities
  - Local regulations and relevant legislation regulating local governments activities.
3. Identify key stakeholders.
  - Visit the municipalities and meeting with Mayors and members of municipal councils, leaders of most active local NGOs and of professional associations of private sector (if any).
  - Assist mayors in identification of the stakeholders, from inside and outside the local governments which will be involved in the whole strategic planning process.
  - In consultations with local stakeholders, determine the final list of stakeholders that will be involved in the strategic planning process and further implementation of the Local strategic Plans for treating and preventing corruption.
4. Agree on strategic planning and implementation activities.
  - Design the strategic planning process which goal will be to elaborate and implement in a participatory way Local Strategic Plans to cure and prevent corruption.
  - Perform a meeting with Mayors and local government public servants and elected officials.
  - Present the strategic planning process steps and activities.
  - Clarify the roles and responsibilities during the strategic planning process.
  - Establish formal agreements for accomplishing strategic planning process.
5. Prepare 1<sup>st</sup> strategic planning workshop.
  - Elaborate of surveys questionnaires.
  - Perform the survey with involved stakeholders, elected officials, NGO leaders, entrepreneurs (at least 50 questionnaires in each target municipality).
  - Make all logistical arrangements for the 1<sup>st</sup> strategic planning workshop (agenda, informational and working materials).

**Task 2. Design, organize and conduct participatory strategic planning workshops**

Goals: Diagnose and identify pilot local government vulnerable to corruption areas and activities. Elaborate the vision and strategic objectives, main activities and action plan to prevent and treat corruption. Elaborate a monitoring and evaluation plan to measure strategic plan implementation.

1. Prepare draft Diagnostic Report.
  - Process the surveys' results provided during the 1<sup>st</sup> task.

- Analyse and describe the results of the surveys.
- Meet and collect additional data from other stakeholders (other public institutions representatives (for example National Anticorruption Center), beneficiaries, experts).
- Identify (based on the results of the questionnaire, of the practical exercises, of the discussions in working groups, on thematic fields, according to the methodology) preliminary local government vulnerable to corruption areas and activities.
- Elaborate draft of the Diagnostic Report of local governments (Cahul and Ungheni municipalities) vulnerable to corruption areas and activities.

2. Organize and conduct the 1<sup>st</sup> participatory strategic planning Workshop *“Healthy Local Governments – Corruption Diagnosis - Where we are?”*.

- Discuss on “What is corruption and what we think about its treating”.
- Present and discuss national and international experience (Case studies from Moldova and international).
- Analysing potentially corrupt areas based on preliminary results of the Diagnostic Report of local governments (Cahul and Ungheni municipalities) vulnerable to corruption areas and activities.
- Identify the most dangerous and damaging forms of corruption in these areas.
- Analysing corrupt areas using the economic model “Principal – Agents - Clients”. The “Principal” (Public Leader/Manager) has “Agents” (Civil servants/experts) in office, who act as their proxies in relations with “Clients” (Citizens/Companies/NGOs). This model shows that Agents and Clients become corrupt when the advantages the system offers for corrupt behaviours outweigh the disadvantages (moral, material or freedom losses). Corruption is more likely to exist when Agents have monopolistic power over clients, discretion in decision making and weak accountability.
- Analysing corrupt areas using formula “CORRUPTION = Monopoly + Discretion – Accountability”.
- Elaborate conclusions.
- Completion of the Diagnostic Report of local governments (Cahul and Ungheni municipalities) vulnerable to corruption areas and activities.

3. Organize and conduct the 2<sup>nd</sup> participatory strategic planning Workshop *“Healthy Local Governments – Treating and Preventing Corruption - Where we want to be?”*.

- Conclusions of the Diagnostic Analysis
- “Problem tree” of causes and effects of corruption activities
- Translation of “causes” into “activities” and “effects” into “objectives”
- Elaborate Strategic Vision
- Elaborate Strategic Objectives
- Elaborate the draft of short- and long-term objectives and preliminary action plan for treating and preventing corruption.
- Elaborate the first draft of the Local Strategic Plans for treating and preventing corruption.

4. Organize and conduct the 3<sup>rd</sup> participatory strategic planning Workshop *“Treating and Preventing Corruption Strategic Plan - How do we go from where we are to where we want to be”*.

- Synthesize the second workshop results.
- Review short- and long-term objectives.
- Identify solutions to reduce Monopoly, increase Discretion and Transparency.
- Elaborate strategies/activities to achieve strategic objectives.
- Elaborate action plans.
- Designing the institutional framework responsible for implementing Plans.

- Establishing the reporting mechanisms regarding the implemented actions, monitoring and evaluation of the implementation of the Plans.
- Completion of the draft Local Strategic Plans for treating and preventing corruption.

Note 1. At least 20-25 participants, including mayors, elected officials, public servants, leaders of local NGOs and entrepreneurs are required to attend the strategic planning workshops.

### **Task 3: Public consultation and promotion for approval of the Local Strategic Plans for treating and preventing corruption**

Goal: Assist local governments of Cahul and Ungheni municipalities in organizing public consultations of the draft Local Strategic Plans for treating and preventing corruption and its approval.

The Company in accordance with the provisions of the legislation in force on public consultation will provide support in organizing public consultation events and promote approval of the Plans. The Company shall:

1. Assist local authorities from Cahul and Ungheni municipalities in organizing public consultation events of the draft of Local Strategic Plans for treating and preventing corruption.
2. Adjust/update, complete, and prepare the final version of the draft of Local Strategic Plans for treating and preventing corruption in order to be approved, including drafting decisions, informative notes, minutes of public consultations.
3. Present the final versions of the draft of Local Strategic Plans for treating and preventing corruption to Cahul and Ungheni City Halls.

The responsibility for the approval, implementation, monitoring and evaluation of the implementation of the Local Strategic Plans for treating and preventing corruption lies with the local public authorities.

### **Task 4: The Final Report**

Based on the feedback from beneficiary LPA and the Programme, the Company will generate the Final Report. The Final Report will serve as the final deliverable of the contract and will be submitted after the implementation of all the planned activities. The Final report will describe the results of the consultancy, containing an executive summary, a detailed outline of actions and achieved results with lessons learned and recommendations to the Programme.

The Company is required to obtain the Programme's approval at the completion of each phase listed above before progressing to the next phase.

## **E. KEY DELIVERABLES AND INDICATIVE TIMEFRAME**

The Company shall deliver to EU4Moldova: Focal Regions Programme the following Deliverables, in accordance with the schedule set forth in Section below.

<b>Deliverables</b>	<b>Expected Period</b>
<p><b>Deliverable 1: Submission of 1<sup>st</sup> Progress Report (Task 1)</b></p> <p>The 1<sup>st</sup> Progress Report will include:</p> <ul style="list-style-type: none"> <li>• Approach to Implementation, the working Methodology and the detailed Work Plan for the implementation of activities</li> </ul>	<p><b>4 weeks since contract signature</b></p>

<b>Deliverables</b>	<b>Expected Period</b>
<ul style="list-style-type: none"> <li>• Analysis of the available documents, materials and information about the Cahul and Ungheni local governments performances and citizens perceptions, in order to have a baseline to which to compare the intervention process results.</li> <li>• Lists of stakeholders that will be involved in the strategic planning process and further implementation of the Local Anticorruption Plans.</li> <li>• Samples of questionnaires for the survey with key local stakeholders.</li> <li>• Results of the surveys with involved stakeholders, elected officials, NGO leaders, entrepreneurs.</li> </ul>	
<p><b>Deliverable 2: Submission of 2<sup>nd</sup> Progress Report (Task 2)</b></p> <p>The Company shall submit the 2<sup>nd</sup> Progress Report including:</p> <ul style="list-style-type: none"> <li>• Description of the participatory strategic planning workshops organized and conducted.</li> <li>• The Diagnostic Reports of local governments (Cahul and Ungheni municipalities) vulnerable to corruption areas and activities (endorsed by the Programme prior to submission to the beneficiary LPA).</li> <li>• The draft Local Strategic Plans for treating and preventing corruption (endorsed by the Programme prior to submission to the beneficiary LPA).</li> </ul>	<p><b>2 months since submission of Deliverable 1</b></p>
<p><b>Deliverable 3: Submission of 3<sup>rd</sup> Progress Report (Task 3)</b></p> <p>The Company shall present the 3<sup>rd</sup> Progress Report on organized and conducted public information and consultation activities. The Company shall submit the Agendas of events (if any), ppt presentations, and other informational materials to the Programme for review and approval prior the events. The Company shall submit also:</p> <ul style="list-style-type: none"> <li>• Agendas of public meetings, photo, audio, video records.</li> <li>• Notice of acceptance of the draft of Local Strategic Plans for treating and preventing corruption from Cahul and Ungheni City Halls.</li> </ul>	<p><b>4 weeks since submission of Deliverable 2</b></p>
<p><b>Deliverable 4: Final report (Task 4)</b></p> <p>The Company shall submit a Final report, presenting the results of the consultancy, containing an executive summary, a detailed outline of actions and achieved results with lessons learned and recommendations to the Programme.</p> <p>The final report will include the revised documents and annexes with other deliverables produces under this assignment.</p>	<p><b>1 week since submission of Deliverable 3</b></p>

The Progress Reports and all deliverables should be endorsed by the EU4Moldova: Focal Regions Programme and be provided in Romanian, in electronic and hard versions. The Final Report (on the Programme template) will be provided in Romanian and in English.

## **F. INSTITUTIONAL ARRANGEMENTS**

The Company will be awarded a contract with EU4Moldova: Focal Region Programme for the delivery of services applied for. The Company's experts will work in cooperation with Local Coordinators in Ungheni and Cahul focal regions, under the supervision of the Project Manager / Local Development and the Programme Manager.

The EU4Moldova: Focal Regions Programme will facilitate first contacts, access to the site and communication with stakeholders while the **Company will be responsible for arranging all necessary transportation and logistics arrangements, obtaining all needed permissions, establishing and maintaining good working relationships with all involved parties. All kind of translation costs (written and oral) shall be arranged by the Company.**

The payment for services will be made in tranches upon submission of deliverables stated in point E. Key deliverables and indicative timeframe above and certification by the Programme Manager that the services were satisfactorily performed. All the above-listed deliverables shall be endorsed by the Programme Manager within 14 calendar days from their submission.

## **G. DURATION OF WORK**

The estimated duration of works is up to maximum 6 months. The expected time for commencement of contract is October 2021.

UNDP will require maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve/deny or certify acceptance of deliverables.

## **H. QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER AT VARIOUS LEVELS**

The offers will be evaluated based on their compliance with the general requirements specified in Section 4. Technical Evaluation Criteria.

The proposal shall include the following minimum key-personnel aimed at implementing said contract:

1. TEAM Leader
2. Expert-facilitator, local public administration specialist
3. Expert-facilitator, local public finance and public procurement specialist
4. Expert-facilitator, local public property management specialist.

The competencies and experience of the above-listed key-personnel will be evaluated as per Section 4. Technical Evaluation Criteria.

The tenderers may consider other non-key personnel (surveys and data bases analysis specialists) that are needed for the successful implementation of the present assignment, however their competencies will not be evaluated.

**In addition, if other non-key personnel are proposed, the tenderer must provide clear explanation of their roles, involvement and how they will contribute to delivering the requirements of the RfP.**

The tenderers shall take all reasonable measures necessary to ensure that the personnel deployed under this assignment shall respect local customs and conform to the highest standards of moral and ethical conduct and adherence to UNDP values (human rights, gender equality, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status). The EU4Modlova: focal regions Programme may at any time request the withdrawal or replacement of any of the key-personnel and non-key personnel, if these standards are not adhered to. Replacement will be made at the Company expense.

## 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:

<b>Have you duly completed all the Returnable Bidding Forms?</b>	
▪ 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"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>

### Financial Proposal Envelope:

**(Must be submitted in a separate file/password protected)**

▪ 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:	RFP No.: 21/02349		

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

<b>Legal name of Bidder</b>	[Complete]
<b>Legal address</b>	[Complete]
<b>Year of registration</b>	[Complete]
<b>Bidder's Authorized Representative Information</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Are you a UNGM registered vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
<b>Are you a UNDP vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
<b>Countries of operation</b>	[Complete]
<b>No. of full-time employees</b>	[Complete]
<b>Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)</b>	[Complete]
<b>Contact person UNDP may contact for requests for clarification during Proposal evaluation</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Please attach the following documents:</b>	<ul style="list-style-type: none"> <li>▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured. Please, ensure that such document provides detailed description of previously conducted trainings, strategic planning workshops, public consultations events (incl. project, year, other details as may be relevant) as well as detailed description of the technical capabilities (in terms of hardware and software) available for the fulfilment of the proposed tasks.</li> <li>▪ Certificate of Incorporation/ Business Registration</li> <li>▪ List of Shareholders and Other Entities Financially Interested in the Firm owning 5% or more of the stocks and other interests, or its equivalent if Bidder is not a corporation including the Certificate from State Register</li> <li>▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located</li> </ul>

outside the country

- Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Bidder, if any
- Financial Statement (Income Statement and Balance Sheet) for the past 2 years (2019, 2018)
- Statement of Satisfactory Performance from the Top three (3) Clients in terms of Contract Value in the past three (3) years
- A copy of preliminary Agreement in case of Consortium
- Detailed description of the Methodology, Approach and Implementation Plan (sequence of actions) for the services required in the ToR, with clear distribution of roles and responsibilities of the proposed key personnel;
- CVs (shall be signed by the envisaged person), of the Key personnel (mentioned under point H, Section 5: ToR)
- All information regarding any past and current litigation during the last five (5) years, in which the bidder is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded
- **Dully filled in Forms A-G. Forms F and G password protected. Please, ensure that no other documents are disclosing your financial proposal apart from Forms F and G. Your price proposal indicated in e-Tendering system line item must equal with 1 US\$.**

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

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP No.: 21/02349		

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]

<b>Name of leading partner</b>  (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

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

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

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

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

**Form D: Qualification Form**

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP No.: 21/02349		

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

**Historical Contract Non-Performance**

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

Contract(s) not performed for the last 3 years

Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

**Litigation History** (including pending litigation)

No litigation history for the last 3 years

Litigation History as indicated below

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

## Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 7 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.

## Current contracts/commitments in progress

Complete information about all projects in progress

Name of Client	Project name and location	Contract Value	Project Start Date	Scheduled Completion Date	Completion percentage

## Financial Standing

<b>Annual Turnover for the last 3 years</b>	Year 2019	USD
	Year 2018	USD
	Year 2017	USD
<b>Latest Credit Rating (if any), indicate the source</b>		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 2019	Year 2018	Year 2017
	<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 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:	RFP No.: 21/02349		

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. Subcontracting must not exceed 30% of the contract value.**
- 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

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of services]</i>
	<ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/Experience</b>	<i>[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.]</i>
	[Insert]
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i>
	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 (envisaged in the CV)

\_\_\_\_\_  
Date (Day/Month/Year)

## Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP No.: 21/02349		

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:	RFP No.: 21/02349		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in a separate file 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.**

Your Financial Proposal file (comprising Forms F and G) must be password protected. The password shall not be disclosed unless required in written by UNDP.

**DO NOT DISCLOSE YOUR PRICE IN THE E-TENDERING SYSTEM LINE ITEM. YOU MUST PUT PRICE AS 1\$ AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED IN INSTRUCTIONS.**

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

Currency of the proposal: US\$

### Table 1: Cost Breakdown per Milestones

MILESTONE/DELIVERABLE	Percentage of Total Price	Price (Lump Sum, All Inclusive, VAT 0%)
Deliverable 1	20%	
Deliverable 2	50%	
Deliverable 3	20%	
Deliverable 4	10%	

*\*Basis for payment tranches*

### Table 2: Cost Breakdown by Cost Component

Description of Activity	Unit of measure (day, unit etc.)	Quantity	Unit Price in US\$	Total Price in US\$ per budget line
		A	B	C=A*B
<b>I. Personnel Services</b>				
a) Team Leader	Working days			
b) Expert-facilitator, local public administration specialist	Working days			
c) Expert-facilitator, local public finance and public procurement specialist	Working days			
d) Expert-facilitator, local public property management specialist.	Working days			

e) Other staff if necessary ( <i>please, list down</i> )	Working days			
<b>Subtotal Personnel Services:</b>				
<b>II. Out of Pocket Expenses</b>				
a) Transportation costs				
Transportation costs to Ungheni	Trip			
Transportation costs to Cahul				
Subsistence allowance ( <i>if the case</i> )	Day			
Other Costs: ( <i>please specify</i> )				
b) Translation costs ( <i>if any</i> )				
Other Costs: ( <i>please specify</i> )				
<b>Subtotal Out of Pocket Expenses:</b>				
<b>III. Other Related Costs</b>				
Other Costs: ( <i>please specify</i> )				
<b>Subtotal Other Related Costs:</b>				
<b>TOTAL (all-inclusive, VAT 0%)</b>				