NAME & ADDRESS OF FIRM

DATE: July 2021

REFERENCE: REQUEST FOR PROPOSAL (RFP) – CONSULTANCY SERVICES TO BUILD CAPACITY IN RESULTS-BASED BUDGETING FOR BIODIVERSITY IN THE BOTSWANA PROTECTED AREAS SYSTEM

Dear Sir / Madam:

We kindly request you to submit your Proposal for CONSULTANCY SERVICES TO BUILD CAPACITY IN RESULTS-BASED BUDGETING FOR BIODIVERSITY IN THE BOTSWANA PROTECTED AREAS SYSTEM

Please be guided by the form attached hereto as Annex 1, in preparing your Proposal. Proposals -Technical and Financial in sealed separate envelopes/attachments should be submitted on or no later than 8th September 2021 at 12:00 Noon (Botswana Time) via hand delivery OR email mail to the address below:

United Nations Development Programme
P.O. Box 54, Gaborone, Botswana
OR By email to procurement.bw@undp.org

Your proposal must be expressed in the English, and valid for a minimum period of 90 days.
In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the PDF format, and free from any virus or corrupted files.

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

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

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

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

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

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

UNDP’s vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. If you believe you have not been fairly treated; you can find detailed information about vendor protest procedures in the following link:
http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/

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

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

Sincerely yours,

*Procurement Unit*
*[designation]*
*7/29/2021*
## Description of Requirements

### Context of the Requirement

<table>
<thead>
<tr>
<th>1. Introduction</th>
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</table>

The Biodiversity Finance initiative (BIOFIN) was launched in 2012 as a new global partnership seeking to address the global biodiversity finance challenges in a comprehensive and systematic manner. BIOFIN at the national level is led by the Ministry of Environment, Natural Resources Conservation and Tourism (MENT).

The project aims to mainstream biodiversity into national development, sectoral planning and address the finance gap for biodiversity. Through a series of technical assessments BIOFIN supported the development of Botswana’s national biodiversity blueprint namely:

- The biodiversity policy and institutional review assessment (PIR) which assessed the Botswana biodiversity environment, institutions, laws, regulations and policies.
- The biodiversity expenditure review assessment (BER) which assessed the biodiversity expenditure by all stakeholders in Botswana.
- The Finance needs assessment (FNA) which assessed the additional expenditures required to implement the Botswana’s national biodiversity strategies and action Plan (NBSAP)
- The Biodiversity Finance Plan, which is an 8 solutions plan, aimed at reducing the deficit estimated for Botswana to realize the national biodiversity aspirations as stated in the NBSAP.

Currently the focus of BIOFIN is to support initiatives that would either generate revenues to the biodiversity sector, realign expenditures to avoid future expenditures, encourage better spending and reduce costs associated with biodiversity conservation and management.

Results based budgeting (RBB) is a planning and strategic management tool seeking to link budget allocations with anticipated results. The introduction of RBB contributes to achieving cost-savings and better defining priorities in the allocation of scarce either public or private resources. While considered a best practice worldwide, only a few countries fully implement result-based budgeting. The approach conducts efforts to allocate resources such as human, financial, and technological (internal or external), towards achieving development results and benefits for biodiversity, incorporating an articulated use of policies, strategies, resources and processes. National and international pressure on governments to provide tangible and demonstrable results for public action has become a major focus of many governments and international donors.

### 2. Background

The integrated results-based management (IRBM) system has been found to be a very powerful instrument for achieving this aim. Botswana introduced the IRBM in 2008 with the assistance of the United Nations Development Programme (UNDP). The stated aims of the reforms included ensuring that planning and financing national development are results focused and responsive to the needs of citizens, both in the short and long term (GoB/UNDP, 2009). However, the process has faced several challenges, resulting in less progress than was hoped for. A study conducted by Botswana Institute for Development Policy Analysis (BIDPA) in 2014.
indicated that several policy challenges warrant the implementation of IRBM in Botswana. These problems relate to the production of quality information for evidence-based decision making, as well as the simplification of complex implementation challenges, which involve multiple actors in different sectors of the economy and levels of government.

In June 2020, a UN Joint Programme (JP) was launched to support the Government’s efforts to develop an operational Sustainable Development Goals (SDG)s financing strategy through integrated national financing framework. This JP also seeks to support the Government’s desire to achieve efficiency in spending in all sectors, contain cost and avoid waste in the public sector, address corruption and illicit financial flows using the Zero-based budgeting (ZBB). Currently there are efforts ongoing by the Ministry of Finance and Development Planning with support from United Nations International Children’s Emergency Fund (UNICEF) to institutionalize the ZBB framework to promote efficiency in public spending and create more fiscal space to fund the realization of the SDGs and the development priorities of Botswana.

<table>
<thead>
<tr>
<th>Implementing Partner and Coordinator of the assignment</th>
<th>Ministry of Environment, Natural Resources and Tourism coordinated by the Department of Wildlife and national Parks (DWNP)</th>
</tr>
</thead>
</table>

3. **Purpose of the assignment**

The objective of this assignment is to provide support to apply results-based budgeting (RBB) for biodiversity into Botswana’s biodiversity sector, specifically Botswana protected areas (PA) system, with the aim of improving financial effectiveness of the protected area system and providing practical evidence to support the implementation of RBB in other government departments. This will be implemented in two components. 1) Capacity building on RBB: Provide training on RBB for key staff and stakeholders of the Botswana protected areas (PA) system 2) Develop a roadmap on integrating RBB into the country’s protected area budgeting system, including recommending actions on how this could be done. (An implementation guidebook)

4. **The scope of work**

The Consultants will undertake the following actions.

4.1. **Training on results-based budgeting for the protected areas biodiversity**

1. Undertake necessary logistics for training
   - Schedule/agenda
   - Training materials/course
   - Registrations
2. Conduct 3 training on results-based budgeting (covering all Botswana regions in respect to covid-19 restrictions).
   - About 140 participants to be trained
   - Each training will be 5 days long
   - A maximum of 50 per group including trainers and assistants
   - Covid-19 restrictions/regulations compliance

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1 A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.
- Minimal movements for participants in support for covid control measure.
- Training should complement well the ongoing initiative by government regarding the zero-based budgeting implementation.

3. Develop Botswana RBB implementation guidebook for protected and conservation areas
   - Develop draft guidebook
   - Validate draft guidebook
   - Final guidebook

### 4.2. Roadmap with recommendations on the introduction of RBB for biodiversity within the Botswana protected areas system

<table>
<thead>
<tr>
<th>1. Develop Inception report</th>
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<tbody>
<tr>
<td>2. Develop Background report, to include information drawn from:</td>
</tr>
<tr>
<td>- Botswana fiscal budgeting for DWNP</td>
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<tr>
<td>- Botswana fiscal and legal environment</td>
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<tr>
<td>- Botswana institutions involved in protected areas financing</td>
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<tr>
<td>- International experience with RBB for protected areas</td>
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<tr>
<td>- DWNP budgeting for protected areas</td>
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<tr>
<td>- Engagements with other stakeholders</td>
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</tbody>
</table>

3. Develop roadmap and recommendations report to include
   - Roadmap of implementing RBB for biodiversity into the Botswana protected areas budgeting system, including opportunities, barriers, and possible solutions to overcome barriers
   - Key recommendations for implementing RBB into the Botswana protected areas budgeting system
   - Implementation plan

### 5. Methodology

The consultancy team is expected to carry out extensive desk top review of various strategic documents such as the Botswana elephant management plan and action plan 2021-2026, national development plans, macroeconomic and fiscal policy frameworks, public finance management act, 2011, wildlife conservation and national parks act, 1992, National biodiversity strategy and action plan, ongoing activities with SDG financing framework, Botswana integrated national financing framework and Zero based budgeting, The BIOFIN workbook and many others. The team should also ensure that the RBB work integrates well with other ongoing activities and developments.

The team is also expected to engage relevant stakeholders and entities comprised of both state and non-state actors. Guidance will be provided to the consultancy team throughout the process to ensure that dialogue is promoted among key stakeholders. Stakeholders must include, but not limited to relevant government sector ministries, local government authorities, departments and agencies, academic and research institutions, civil society, media, private sector, relevant development partners, non-governmental organizations, people with disabilities, and youth and women organizations.

The consultancy team is expected to propose a methodology to deliver on the objectives of this assignment as per the deliverables below.

### 6. Deliverables
The key deliverables expected from the assignment are:

6.1. Inception Report: The report should have a clear roadmap for undertaking and completing the assignment. In other words, the inception report should detail the understanding of the assignment; show how each action in the scope of work will be addressed by way of proposing methods, sources of data and data collection procedures. Include a proposed schedule of tasks, activities and deliverables. Designate a lead team member for each task for a duration of 2 weeks.

6.2. Draft road map: The report termed Botswana protected areas results based budgeting should have all work under 2 and 3 in 4.2 above. The deliverable is expected within 5 months of inception.

6.3. Final plan with Policy Brief: Draft roadmap presented and accepted by DWNP and approved by BIOFIN’s project steering committee (PSC) which incorporated all comments and reactions with all data and documentation used to compile the report. The duration is 1 week after approval by PSC.

6.4 Training workshops (X3) with implementations guidebook/manual: Provide 3 sessions of a week-long capacity building training on protected areas Results based budgeting, to DWNP and other stakeholders within the Botswana protected areas system.

6.4.1. Draft Botswana RBB implementation guidebook/ manual: As per scope of work activity 3 under 4.1 presented to the project committee and stakeholder reviews.

6.4.2. Final RBB implementation guide/manual: This should incorporate comments and reactions from deliverable 6.4.1 above.

The consultancy team shall collect and make use of all available information and apply sound technical practices and methods in carrying out the assignment. The methodology selected must appropriately respond to the scope of work to produce the intended deliverables. It is highly recommended that these methods comprise both quantitative and qualitative approaches.

7. Planning

The assignment is expected to be finalized within a period between September 2021 and June 2022. Bidders are at liberty to propose own schedule of work that would adequately result in the expected deliverables outlined in these TORs. Any extension beyond the agreed period will be a no cost extension, which will not be allowed to go beyond five months unless this is based on reasons beyond the control of all parties involved with this assignment.

8. Key personnel - required qualification and experience

The consultancy firm/team for this assignment should demonstrate extensive experience on past assignments of similar nature, indicating names of clients, nature and scope of work, client contact details, personnel involved and contract value. In addition, the firm/team must possess expertise in all areas associated with this assignment including capacity building and training in results-based budgeting and development of the implementation guidebook/manual, development of the results-based budgeting roadmaps and support implementation.
**Lead consultant** – There should be a team Leader who will be responsible for overall management of the assignment, quality assurance of the assignment and submission of all deliverables through soft and hard copies.

**Qualification:**  
The team leader must have minimum master's degree in environmental economics, social sciences such as economics, development economics, public finance, or any other relevant field of study.

**Work experience:** The lead consultant must have extensive experience (at least 10 years) in capacity development and training in results-based budgeting and others related issues especially within the protected areas systems.

**Knowledge and technical competence:** she/he must have good knowledge in SDGs, environment, and climate change as well biodiversity financing, and the technical expertise in results-based budgeting, results-based management and public finance efficiency. Good report writing, presentation, advocacy, and communication skills. Excellent knowledge of the nature, environment, biodiversity and system of protected areas in Botswana and the Southern Africa Region.

**Language:** Fluency in English.

**Technical Team Members** – The consultancy team must have at least one technical team member. The team member is expected to provide substantive technical support and legal inputs into the assignment mostly regarding the Policy and institutional environment, its roll-out and implementation, data collection, report writing, training etc.

**Qualification:**  
Master's degree in the economics, development economics, environmental law, and public policy, public finance, statistics, etc.

**Work experience:**  
Must have minimum five (5) years of experience in research, policy analysis and development, development of strategies at national and regional levels, environmental law. Experience working with communities, NGO’s, public and private sector especially the Finance sector in protected areas biodiversity and results-based budgeting (RBB), results-based management (RBM) and Zero-based Budgeting (ZBB).

**Technical competence:** Must have extensive experience in public finance efficiency strategies and budgets, especially results-based budgeting, and results-based management, and policies, development, and implementation action plans.

**Language:** Fluency in English.

9. **Implementation arrangements**

The BIOFIN programme in Botswana uses a Direct Implementation Modality (DIM), and is therefore ultimately the responsibility of the UNDP CO. The overall implementation of this assignment would be done in close partnership between the Department of Wildlife and National Parks (as the lead implementer under the Ministry of Environment, Natural Resources conservation and Tourism) and the UNDP country office Environment and Climate Change Unit. The BIOFIN Programme Steering Committee will be co-chaired by MENT.
(through the office of the permanent Secretary) and UNDP (through the Office of the Resident Representative).

The day-to-day management of this assignment will be undertaken by the UNDP office of the Programme specialist (Environment & climate change) through the BIOFIN project Lead and Senior public finance expert, with support from the BIOFIN finance and admin assistant.

The consultants will be required to make presentations of various drafts and other key deliverables at different technical reference group meetings and stakeholder engagements that will be arranged by the Department of wildlife and national parks (DWNP) in collaboration with the UNDP BIOFIN local and global teams.

10. **Documents to be included when submitting application**

Interested teams must submit the following documents/information to demonstrate their interest in the consultancy:

a) Technical Proposal: The technical proposal should include the following:
   - Profile of each team member and an outline of specific experience in providing consulting services, advising governments at policy level on development issues, formulation and implementation of strategies relating to rural development.
   - Demonstration of experience in providing similar services, indicating names of clients, nature, and scope of work.
   - Comments or suggestions on the TORs and appreciation of the assignment, if necessary.
   - Demonstration of adequate understanding of the specified requirements.
   - Detailed explanation of the approach/methodology of the assignment.
   - An implementation matrix/work plan with activities and timelines for carrying out the assignment.

b) Financial proposal:
   - Indicate the Lump-sum consultancy fee.
   - Indicate daily professional rates and days for each consultant
   - Any other costs to be charged
   - The lump sum should be broken down to clearly indicate travel, per diems, and actual consultancy fees (daily fee).
   - An indication of whether this rate is flexible or not.

c) Personal CVs for all key personnel, which must include experience undertaking similar assignments and at least three (3) references for ease of background checks.

11. **Travel**

Travel and payment of travel costs including tickets, lodging and terminal expenses will be agreed upon, between UNDP and consultants, prior to travel and will be reimbursed.

<p>| Person to Supervise the Work/Performance of the Service Provider | The Department of wildlife and national park with support from UNDP country office through the BIOFIN project team (Local and Global) |</p>
<table>
<thead>
<tr>
<th>Frequency of Reporting</th>
<th>Daily basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress Reporting Requirements</td>
<td>As per deliverables</td>
</tr>
</tbody>
</table>
| Location of work            | ☒ Gaborone and Regions, Botswana  
☐ At Contractor's Location |
| Expected duration of work   | Bidder to propose schedule of work as part of the proposal |
| Target start date           | September 2021               |
| Latest completion date      | Bidder to propose schedule of work as part of the proposal. Not later than 15 August 2022. |

### Travels Expected

<table>
<thead>
<tr>
<th>Destination/s</th>
<th>Estimated Duration</th>
<th>Brief Description of Purpose of the Travel</th>
<th>Target Date/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaborone</td>
<td>TBD once the duration of the assignment is proposed by the team of consultants</td>
<td>Consultations and Presentations of deliverables</td>
<td>Exact dates TBD later</td>
</tr>
<tr>
<td>Various PA regions in Botswana</td>
<td>TBD once the duration of the assignment is proposed by the team of consultants</td>
<td>Consultations, stakeholder engagements, data collection</td>
<td>Exact dates TBD later</td>
</tr>
<tr>
<td>Training locations in Botswana</td>
<td>TBD once the duration of the assignment is proposed by the team of consultants</td>
<td>Undertake capacity building training to 3 workshops for DWNP and its stakeholders within the PA systems on results-based budgeting</td>
<td>Exact dates TBD later</td>
</tr>
</tbody>
</table>

### Special Security Requirements

| ☒ Security Clearance from UN prior to travelling |
| ☒ Completion of UN’s Basic and Advanced Security Training |
| ☐ Comprehensive Travel Insurance |
| ☐ Others NOT APPLICABLE |

### Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)

| ☐ Office space and facilities |
| ☐ Land Transportation |
| ☒ Others NOT APPLICABLE |

### Implementation Schedule indicating breakdown and timing of activities/sub-activities

| ☒ Required |
| ☐ Not Required |

### Names and curriculum vitae of individuals who will be involved in

<p>| ☒ Required |
| ☐ Not Required |</p>
<table>
<thead>
<tr>
<th><strong>completing the services</strong></th>
<th></th>
</tr>
</thead>
</table>
| **Currency of Proposal**    | ☒ United States Dollars  
☐ Euro  
☒ Local Currency |
| **Value Added Tax on Price Proposal** | ☒ must be inclusive of VAT and other applicable indirect taxes  
☐ must be exclusive of VAT and other applicable indirect taxes |
| **Validity Period of Proposals (Counting for the last day of submission of quotes)** | ☐ 60 days  
☒ 90 days  
☐ 120 days  |
|  | In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal. |
| **Partial Quotes** | ☒ Not permitted  
☐ Permitted |
| **Payment Terms** |  |
|  | **12. Payment schedule**  |
|  | Payment shall be made against deliverables in three milestones following the suggested schedule defined below:  |
|  | **First milestone – Substantive inception report:** The inception report should clearly demonstrate the consultants understanding of the requirements. It must contain methodology and approach to be used, how each item in the scope of work will be addressed; and the workplan inclusive of the timelines all activities to carry out the assignment. This milestone will attract 10% payment after the inception report has been presented to the Technical Reference Group (TRG) and approved after incorporating consolidated comments from the group.  |
|  | **Second milestone – Training workshops (X3) with implementations guidebook/manual:** The consultant should produce training material and propose method of delivery to 3 grouping of the Department of Wildlife and National parks (DWNP) official and its stakeholders. The consultant would then deliver/facilitate the capacity building training in a manner that will impact concrete knowledge to effect change to the trainee’s daily work. The milestone will attract 30% of the  |
|  | **Third milestone – Draft Botswana results-based budgeting road map:** The Report will be approved by TRG and recommended for final approval by PSC. This will be after it has been presented to the TRG and the wider stakeholders and all consolidated comments from these  |

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

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

**Fourth Milestone – Final Botswana results-based budgeting roadmap:** The consultants should ensure that approved options from the Scenario and Options phase are incorporated and all comments are incorporated. The consultant must ensure that the document and its components are well written, and all editorial work done and have the quality output that is expected of the assignment. These will be presented to the Senior Management Teams of MENT, MFED and UNDP. The Milestone shall attract 30% payment of professional fees.

| Person(s) to review/inspect/approve outputs/completed services and authorize the disbursement of payment | BIOFIN national technical reference group comprised of MENT, MFED, other Ministries, Private Sector, Parastatals, NGO's, UNDP CO, and other actors in the society lead by DWNP |
| Type of Contract to be Signed | □ Purchase Order  
□ Institutional Contract  
x Contract for Professional Services  
□ Long-Term Agreement* (if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)  
□ Other Type of Contract [pls. specify] |
| Criteria for Contract Award | □ Lowest Price Quote among technically responsive offer  
x Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)  
x Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal. |
| Criteria for the Assessment of Proposal | **13. Evaluation process**  
The procedure for evaluation of the bids shall consist of three stages.  
**STAGE-1 – Preliminary Evaluation/Compliance Check**  
Preliminary evaluation of the proposals will be a compliance check based on the submission documents as per **Annex 4.**  

**The evaluation for Stage 1 is based on a yes/no response.**  

**STAGE-2 -Technical Evaluation**  
Technical evaluation shall be made to determine capability to deliver the required deliverables of the consultancy. It will be based on a scale of 0-100 points wherein the qualifying mark is 70%. Therefore, if the bidder fails to score 70% and above under Stage 2, they shall be disqualified from further evaluation. The quality criteria and maximum score in respect of each of the criteria are as follows: |

| Description of quality criteria | Maximum number of tender evaluation points |

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* Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed $100,000.00.
1. Expertise of the Firm
   - Past performance in development in protected areas operational, financial efficiencies and budgeting at protected areas, national, regional, and global levels
   - Experience in undertaking similar assignment especially in results-based budgeting and capacity building.
   - Experience in supporting capacity building and integrating results-based budgeting with other budgeting technics such as zero-based budgeting.

Team
   - Management Structure, Qualification and Experience of Key Personnel vs requirements

Methodology
   - Understanding of the ongoing local development developments in Botswana.
   - Its appropriateness to the condition and timeliness of the work Plan (Covid compliant)
   - Methodology/approach must comprise both qualitative and quantitative analyses and clearly defined

<table>
<thead>
<tr>
<th>Total evaluation points</th>
<th>100</th>
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STAGE 3 – Financial / Cost evaluation
Bidders/proposers obtaining a minimum of 70% of the obtainable points of 100 points in the technical evaluation would be considered for the financial evaluation. Cost Evaluation shall be conducted by reviewing financial proposals to correct any arithmetic errors.
Financial weight shall be 40% where the bid with the lowest reasonable cost shall be awarded a score of 30 and score for the other bids shall be obtained/calculated using the formula below:

\[
P_0/P_1 \times \text{wf}
\]

Where;
- \( P_0 \) is the lowest financial offer
- \( P_1 \) is the financial offer under consideration
- \( \text{wf} \) is the financial weight.

UNDP will award the contract to:

☑ One and only one Service Provider
☐ One or more Service Providers, depending on the following factors:
Proposals are sought from suitably qualified individuals and /or teams. Partnerships between civil society and academia, are particularly welcomed, as are south-south, north-south and triangular cooperation arrangements (e.g. local / international partnerships). If partnerships or multi-party teams are proposed, the curriculum vitae of each member of the research team should be included in the proposal, along with the respective roles and approach to supervision and quality control.
If the proposal is for more than one service provider, the proposal must include:
   a) Names and qualifications of the key personnel that will perform the services indicating who is the Team Leader and those who are supporting, etc.;
   b) CVs demonstrating qualifications; and
   c) Written confirmation from each personnel that they are available for the entire
duration of the contract.

| Annexes to this RFP⁵ | ☒ Form for Submission of Proposal (Annex 2)  
| | ☒ General Terms and Conditions / Special Conditions (Annex 3)⁶ 
| | ☐ Detailed TOR [optional if this form has been accomplished comprehensively]  
| | ☐ Others⁷ [pls. specify]  

| Contact Person for Inquiries (Written inquiries only)⁸ | enquiries.bw@undp.org  
| | +267 3956093  
| | Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.  

| Other Information [pls. specify] |

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⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁷ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁸ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.
FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

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

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

Dear Sir/Madam:

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

A. Qualifications of the Service Provider

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

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

B. Proposed Methodology for the Completion of Services

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

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

Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes.
C. Qualifications of Key Personnel

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

d) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
e) CVs demonstrating qualifications must be submitted if required by the RFP; and
f) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per Deliverable*

<table>
<thead>
<tr>
<th>Deliverables [list them as referred to in the RFP]</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1       Deliverable 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2       Deliverable 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3       ...</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

*This shall be the basis of the payment tranches*

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

<table>
<thead>
<tr>
<th>Description of Activity</th>
<th>Remuneration per Unit of Time</th>
<th>Total Period of Engagement</th>
<th>No. of Personnel</th>
<th>Total Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Personnel Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Services from Home Office</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>a. Expertise 1</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>b. Expertise 2</td>
<td></td>
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<td></td>
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<tr>
<td>2. Services from Field Offices</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>a. Expertise 1</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>b. Expertise 2</td>
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<tr>
<td>3. Services from Overseas</td>
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</tr>
<tr>
<td>a. Expertise 1</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>b. Expertise 2</td>
<td></td>
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<td></td>
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<tr>
<td><strong>II. Out of Pocket Expenses</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1. Travel Costs</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. Daily Allowance</td>
<td></td>
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</tr>
<tr>
<td>3. Communications</td>
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<tr>
<td>4. Reproduction</td>
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<tr>
<td>5. Equipment Lease</td>
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<tr>
<td>6. Others</td>
<td></td>
<td></td>
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<tr>
<td><strong>III. Other Related Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
[Name and Signature of the Service Provider’s Authorized Person]
[Designation]
[Date]