United Nations Development Programme

REQUEST FOR PROPOSAL
Municipal OSSIS Rollout in AUs

RFP No.:   Municipal OSSIS Rollout in AUs
Project: STAR3 "Sustaining and Advancing Local Governance Reform"
           Project ID: 00115505
Country: ALBANIA

Issued on: 7 January 2022

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SECTION I. 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 procurement.al@undp.org, indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in eTendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Approved by:

Name: Nuno Queiros

Title: Deputy Resident Representative

Date: January 7, 2022

SECTION 2. INSTRUCTION TO BIDDERS

	A. GENERAL PROVISIONS	
1. Introduction	1.1	Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d
	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.
	1.3	As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.
2. Fraud & Corruption, Gifts and Hospitality	2.1	UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti
	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.
	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.
	2.4	All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct
3. Eligibility	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.
	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.
4. Conflict of Interests	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:

a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;

b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or

c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.

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.

4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:

a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and

b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.

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.

B. PREPARATION OF PROPOSALS		
5. General Considerations	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.
	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
6. Cost of Preparation of Proposal	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.
7. Language	7.1	The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
8. Documents Comprising the Proposal	8.1	The Proposal shall comprise of the following documents: a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.

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

a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and

b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.

14. *Joint Venture, Consortium or Association*	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.
	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.
	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.
	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.
	14.5	A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:
		a) Those that were undertaken together by the JV, Consortium or Association; and
		b) Those that were undertaken by the individual entities of the JV, Consortium or Association.
	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.
	14.7	JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.
15. *Only One Proposal*	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.
	15.2	Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:

		f)	they have at least one controlling partner, director or shareholder in common; or
		g)	any one of them receive or have received any direct or indirect subsidy from the other/s; or
		h)	they have the same legal representative for purposes of this RFP; or
		i)	they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;
		j)	they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or
		k)	some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
16. Proposal Validity Period	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.
	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.
17. Extension of Proposal Validity Period	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.
	17.2		If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.
	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.
18. Clarification of Proposal	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.
	18.2		UNDP will provide the responses to clarifications through the method specified in the BDS.
	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.
19. Amendment of Proposals	19.1		At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.
	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.
20. Alternative	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

Proposals		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.
	20.2	If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"
21. **Pre-Bid Conference**	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.

C. SUBMISSION AND OPENING OF PROPOSALS

22. **Submission**	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.
	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.
	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.
Hard copy (manual) submission	22.4	Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows: 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. 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: i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS iii. Bear a warning that states *"Not to be opened before the time and date for proposal opening"* as specified in the BDS. 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.

Email Submission	22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:
	a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;
	b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. 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.
	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.
	22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:
eTendering submission	a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;
	b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.
	d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.
	c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.
	d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/
23. *Deadline for Submission of Proposals and Late Proposals*	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
	23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.
24. *Withdrawal, Substitution, and Modification of Proposals*	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.
	24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"
	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.
		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
25.	Proposal Opening	25.1	There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.

D. EVALUATION OF PROPOSALS

26.	Confidentiality	26.1	Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.
		26.2	Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.
27.	Evaluation of Proposals	27.1	The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.
		27.2	Evaluation of proposals is made of the following steps: a) Preliminary Examination b) Minimum Eligibility and Qualification (if pre-qualification is not done) c) Evaluation of Technical Proposals d) Evaluation of Financial Proposals
28.	Preliminary Examination	28.1	UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.
29.	Evaluation of Eligibility and Qualification	29.1	Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).
		29.2	In general terms, vendors that meet the following criteria may be considered qualified: e) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; f) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, g) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; h) They are able to comply fully with UNDP General Terms and Conditions of Contract; i) They do not have a consistent history of court/arbitral award decisions against the Bidder; and

		j)	They have a record of timely and satisfactory performance with their clients.
30.	*Evaluation of Technical and Financial Proposals*	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.
		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.
		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.
		30.4	When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

> Rating the Technical Proposal (TP):
>
> **TP Rating** = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100
>
> Rating the Financial Proposal (FP):
>
> **FP Rating** = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100
>
> Total Combined Score:
>
> **Combined Score** = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)

31.	*Due Diligence*	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:

   a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;
   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;
   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;
   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;
		e)	Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;
		f)	Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
32. *Clarification of Proposals*	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.
	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.
	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.
33. *Responsiveness of Proposal*	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.
	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.
34. *Nonconformities, Reparable Errors and Omissions*	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.
	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.
	34.3		For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:
		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;
		b)	if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
		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.
	34.4		If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.
E. AWARD OF CONTRACT			
35. *Right to Accept, Reject,*	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

Any or All Proposals		award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. *Award Criteria*	36.1	Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. *Debriefing*	37.1	In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. *Right to Vary Requirements at the Time of Award*	38.1	At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. *Contract Signature*	39.1	Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. *Contract Type and General Terms and Conditions*	40.1	The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41. *Performance Security*	41.1	40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_D OCUMENT LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20For m.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42. *Bank Guarantee for Advanced Payment*	42.1	Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_D OCUMENT LIBRARY/Public/PSU_Contract%20Management%20Payment%20and %20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43. *Liquidated Damages*	43.1	If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44. *Payment Provisions*	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.

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45. *Vendor Protest*	45.1	UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html
46. *Other Provisions*	46.1	In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.
	46.2	UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.
	46.3	The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer

SECTION 3. BID DATA SHEET

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
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 be Conducted Time: Albanian Time Date: January 13, 2022 12:00 AM Venue: Through Zoom Meeting The UNDP focal point for the arrangement is: Procurement Unit Telephone: +355 4 2276 600 E-mail: procurement.al@undp.org
5	10	Proposal Validity Period	120 days
6	14	Bid Security	Required in the amount of USD 30,000
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Not Required
10	18	Currency of Proposal	Local currency for National offers and USD for International offers
11	31	Deadline for submitting requests for clarifications/ questions	7 days before the submission deadline

12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Procurement Unit Address: Rr. "Skenderbej", Gurten Building Tirana, Albania Fax No. :355 (4) 2250 286 E-mail address: procurement.al@undp.org
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/ clarifications to queries	Posted directly to eTendering
14	23	Deadline for Submission	As indicated in eTendering system. Note eTendering system is in New York time zone. In case of any discrepancies in deadline, the one indicated in eTendering system prevails. **01 February 2022; 14:00 hrs (local time)**
14	22	Allowable Manner of Submitting Proposals	☐ Courier/Hand Delivery ☐ Submission by email ☒ **e-Tendering** **Bids not sent in eTendering system will not be considered**
15	22	Proposal Submission Address	https://etendering.partneragencies.org Search for event ALB10
16	22	Electronic submission (email or eTendering) requirements	• Format: PDF files only • File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. • All files must be free of viruses and not corrupted. • Max. File Size per transmission: 35Mb • Mandatory subject of email: event ALB10 and event ID • Documents which are required in original (such as Bid Security) should be sent to the UNDP address from BDS No. 12 with a PDF copy submitted as part of the electronic submission. Other documents need to be uploaded directly in the system. UNDP reserves the rights to ask for originals during the evaluation. Please name the submitted files following the structure of the solicitation document, and consolidate the files into as few files as possible, using compression tools (zip etc.). Bidders may consider the option to zip multiple files and attach the zip file instead uploading the documents one by one. Please note that You MUST NOT put any price for RFP cases. Your technical and

				financial proposals must be uploaded in two separate PDF files and financial proposal should be password protected. Please ensure password is kept safe and you can recover (and remember) the passwords when UNDP requests you to submit the passwords. Do not provide the Financial proposal encryption password unless UNDP asks you to do by an email from email address of UNDP Albania. **DO NOT DISCLOSE YOUR PRICE IN THE LINE ITEMS. YOU MUST PUT PRICE AS "1" IN THE SYSTEM AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED ABOVE**
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively The minimum technical score required to pass is 70%.
18		Expected date for commencement of Contract	*March 1, 2022*
19		Maximum expected duration of contract	10 months
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 http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	*[All other instructions and information not yet mentioned so far in this Data Sheet but are relevant to the RFP must be cited here, and any further entries that may be added below this table row]*

SECTION 4. EVALUATION CRITERIA

Preliminary Examination Criteria

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

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

Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with RFP clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
History of Non-Performing Contracts[1]	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 7 years track record in provision of IT services.	Form D: Qualification Form
	Minimum 2 contracts of similar value, nature and complexity implemented over the last 5 years. *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).*	Form D: Qualification Form

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[1] Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

Financial Standing	Minimum average turnover of USD 500,000 per year for the last 3 years. *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).*	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).*	Form D: Qualification Form
VAT application	**"In case the services provided by your entity will be exempt or out of scope of Albanian VAT, please clearly state the law provisions your organization makes reference to.** **In case of non-for-profit organizations, please note that based on Law 92/2014 dated 24.07.2014 and Decision 953, dated 29.12.2014, there are certain conditions to be met in order for the services provided by the latter to be considered as exempt from VAT. In case your entity will opt for such exemption, please provide us proof that your organization meets all the conditions stipulated in article 2 of Decision 953."**	

Technical Evaluation Criteria

	Summary of Technical Proposal Evaluation Forms	Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	Total	**1000**

	Section 1. Bidder's qualification, capacity and experience	Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	100
1.2	General Organizational Capability to undertake the assignment	100
1.3	Relevance of specialized experience on similar engagements done in the region/country	70
1.4	Organizational Commitment to Sustainability (mandatory weight)	30
	Total Section 1	**300**

	Section 2. Proposed Methodology, Approach and Implementation Plan	Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail?	100
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100
2.3	Details on how the different service elements shall be organized, controlled and delivered	70
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	60
2.5	Assessment of the implementation plan	70
	Total Section 2	**400**

	Section 3. Management Structure and Key Personnel		Points obtainable
3	Qualifications of key personnel proposed		
3. a	Senior Project Manager (1)		20
	- Graduate Degree in IT/Computer Science, Engineering or Management	4	
	- PMP, IPMA, Prince 2 Practitioner or alternative internationally recognized certificate with validity and certification process through testing centers	4	

		- Internal staff of Proposer Bidder for at least one year	4	
		- Experience: Minimum of 7 years of experience in managing IT projects up to successful completion	4	
		- Excellent written and spoken Albanian and English skills	4	
3. b	Technical Project Manager (1)			20
		- Graduate Degree in IT/Computer Science, Engineering	4	
		- Agile Certified Practitioner (from PMI-ACP or equivalent) internationally recognized certificate with validity and certification process through testing centers	4	
		- Internal staff of Proposer Bidder for at least one year	4	
		- Experience: Minimum of 5 years of experience in managing IT projects up to successful completion	4	
		- Excellent written and spoken Albanian and English skills	4	
3. c	Quality Assurance and Control Project Specialist (1)			16
		- Graduate Degree in IT/Computer Science, Engineering	4	
		- CMMI related or similar certifications	4	
		- Internal staff of Proposer Bidder for at least one year	4	
		- Very good written and spoken Albanian and English skills	4	
3. d	Implementation Team Leader (2)			32
		- Graduate Degree in IT/Computer Science, Engineering or Management	8	
		- Minimum 5 years of management or team leading experience in IT projects as software developer, database management or similar	8	
		- Excellent written and spoken Albanian and English skills	8	
		- ITIL Certificates preferable	8	
3. e	Local Government Specialist (1)			16
		- Graduate Degree in Public administration or related area	4	
		- Experience of work with local governance projects, at least 5 years	4	
		- Prior experience with consultancy and requirements analysis of one-stop-shop systems for LGUs	4	
		- Very good written and spoken Albanian and English skills	4	
3. f	Business Analyst (1)			16
		- Graduate Degree in IT/Computer Science or related fields	2	
		- Business analyst certifications for the given solution are required	2	
		- Prior experience with consultancy and requirements analysis of one-stop-shop systems for LGUs	2	
		- Experience in analytical processes involving elicitation of requirements in complex business scenarios	2	
		- Minimum of 5 years' experience in business analysis of IT Systems and designing of digital services	2	
		- CMMI related or similar certifications	2	
		- Internal staff of Proposer Bidder for at least 1 year	2	

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	- Very good written and spoken Albanian and English skills	2	
3. g	SOA architect (1)		16
	- Graduate Degree in IT/Computer Science, Engineering	4	
	- Internal staff of Proposer Bidder for at least one year	4	
	- Specialist certified with professional level for Service Oriented Architecture, non-vendor related	4	
	- Experience: Minimum of 4 years' experience as software solution architect	4	
3. h	Senior Developers (2)		32
	- Graduate Degree in IT/Computer Science	8	
	- Internal staff of Proposer for at least one year	4	
	- Minimum of 5 years' experience in systems and software development	8	
	- Certified developers holding a certification for the technologies used in the solution	4	
	- Prior experience with software development of one-stop-shop systems for LGUs and at least 3 years prior experience with integrating systems in the Albanian Government Integration Platform	4	
	- Sufficient written and spoken Albanian and English skills	4	
3. i	Software Developers (2)		24
	- Graduate Degree in IT/Computer Science, Engineering	8	
	- Certified based on the technologies used in the current solution	8	
	- At least 2 of them with at least 3 years of prior experience with integrating systems in the Albanian Government Integration Platform or other government, building e-Services in e-Albania using existing products that enable e-service development, for web-browsers and smart devices responsiveness	8	
3. j	Software Tester (2)		24
	- Graduate Degree in IT or Engineering related fields	8	
	- Certification in software testing	8	
	- Minimum of 3 years' experience in Quality Assurance	8	
3. k	BizTalk Specialist (2)		24
	- Graduate in IT/Computer Science, Engineering	8	
	- Internal staff of Proposer Bidder for at least one year	4	
	- Specialists certified for Microsoft BizTalk from Microsoft which is the core component of the Government Gateway	4	
	- Minimum of 2 years' experience with BizTalk technology	8	
3. l	Database Administrator (1)		12
	- Graduate Degree in IT/Computer Science, Engineering	4	
	- Minimum of 3 years' experience in database administration combined with BizTalk technologies	4	
	- Certifications on management and administration of database offered for the solution are required	4	

3. m	Maintenance Specialist (4)		48
	- Graduate Degree in IT, Informatics or Engineering related fields	16	
	- ITIL or similar certifications	16	
	- Minimum of 3 years' experience in providing support for end users in IT projects with MIS rollout experience	16	
	Total Section 3		**300**

SECTION 5. TERMS OF REFERENCE

Terms of Reference (ToR)

Municipal One Stop Shop Information System Rollout in Administrative Units

in the framework of

STAR3

"Sustaining and Advancing Local Government Reform" Project

CONTENTS

List of Acronyms

AFSA	Albanian Financial Supervision Authority.
ASLG	Agency for Support of Local Government
API	Application Programming Interface
AU	Administrative Unit
BI	Business Intelligence
BO	Back Office
BOQ	Bill of Quantities
CRM	Customer Relationship Management
COPU	Certificate of Productive Usage
COTS	Commercial Off-The-Shelf Software product
CWP	Computerized workplace
DBMS	Database Management System
DCM	Decision of Council of Ministers
FRC	Functional Requirement
FO	Front Office
G2B	Government to Business
G2C	Government to Citizen
G2G	Government to Government
GDPR	General Data Protection Regulation
GDRTS	General Directorate of Road Transportation
GDT	General Directorate of Taxation
GG	Government Gateway
GUI	Graphical User Interface
HR	Human Resources
DCM	Decision of Council of Ministers
ICT / IT	Information Communication Technology / Information Technology
LAN	Local Area Network
LGU	Local Government Unit
MoI	Ministry of Interior
NAIS	National Agency of Information Society
NBC	National Business Center
NDCR	National Directory of Civil Registry
NID	National Identification Number
OSS	One-stop-shop
OSSIS	One-stop-shop Information System
OWASP	Open Web Application Security Project®
PAR	Public Administration Reform
PCU	Project Coordination Unit
PKI	Public Key Infrastructure
PMP	Project Management Professional
RfP	Request for Proposal
RERO	Real Estate Registration Office
SDC	Swiss Development Cooperation

SIDA	Swedish International Development Agency
STAR or STAR1	"Support to Territorial and Administrative Reform" Project
STAR2	"Consolidation of the Territorial and Administrative Reform" Project
STAR3	"Sustaining and Advancing Local Governance Reform" Project
SRS	Software Requirements Specification
TAR	Territorial Administrative Reform
ToR	Term of References
UAT	User Acceptance test
UML	Unified Modeling Language
UNDP	United Nations Development Programme
UI	User Interface
USAID	US Agency for International Development
UX	User Experience

A. INTRODUCTION

A.1. Context

In partnership with the Government of Albania, the European Union, Sweden, and Switzerland, UNDP Albania is implementing the project 'STAR3 – Sustaining and Advancing Local Governance Reform.'

The overall objective of STAR3 project is to strengthen local government effectiveness and efficiency through enhancing the supporting framework, consolidating systems, standards, and organizational capacities in place, expanding and sustaining service delivery innovation and best practices, and institutionalizing local government accountability to women and men for enhanced participatory governance.

STAR3 is implemented in the context of the post Territorial and Administrative Reform, supported by the project's two predecessors, STAR1 and STAR2, and built upon their results and the evolving context.

Over five years after the Territorial and Administrative Reform, the Decentralization and Local Government agenda has still to attain several ambitious goals and overcome daunting challenges that engage central and local governments. Many of the achievements need to be fully adopted and consolidated, other elements to be developed and embraced, additional institutional capacities need to be set up or strengthened, and further clarifications of complementary governance roles need to be made for coordinated, sustainable and effective development.

STAR2 project set several important milestones in this regard, by introducing, among others, an integrated and standard one-stop-shop system for local administrative service delivery, which evolved from development and testing, to piloting and then rollout to 48 Albanian municipalities. This specific action targeted public service delivery, which is a very important part of municipal responsibilities, if not the critical one. Improving service delivery at LGUs level is one of the actions directly contributing to increased local government efficiency, effectiveness, and responsiveness to citizens' expectations.

The provision of public services through OSSIS has also been identified as a critical element both from PAR and Decentralization and Local Governance Strategies. The usage of such an automated system is seen as a contribution to:

- Empower municipalities to improve the quality of administrative services, monitor service execution, shorten the processing time, and increase transparency in the provision of services.

- Provide citizens additional possibilities for service tracking, feedback, and higher quality services in a shorter time.

As of November 2021, OSS is deployed in the central offices of 50 municipalities and works satisfactorily where local commitment, capacities and resources are combined well, as proven by a number of participating municipalities. This result has triggered a renewed support and orientation, through STAR3, to further consolidate the system and expand it beyond municipal central offices to the administrative units, with the aim of establishing it as a standard across the country.

However, it is important to note that the adoption of OSSIS has been embraced by municipalities with mixed intensity and results. While it showed the system works satisfactorily where a proper understanding of the benefits and local commitment, capacities, and resources are well-combined, it also showed that the shift to a new work culture and the need for capacities to operate the system independently were difficult to internalize for some other municipalities. Moreover, the resistance of end-users to change the working approach also plays its role. This is exacerbated by the lack of understanding of the importance of a standard, coherent and orderly system that ensures a more professional and analytical tool to benefit both the service providers and citizens and businesses as end-users.

STAR3 is committed to take the challenge further by expanding OSS to the level of Administrative Units, as a crucial move to address the rural-urban divide and provide equal opportunities and ease of access for all citizens of Albania despite their location.

It is expected that a robust and well-functioning OSS system, available across the territory, would be instrumental to:

- Reduction of time/expenses for citizens and businesses in obtaining services provided by LGUs.
- Obtaining of services from one single window/location.
- Improvement of quality services by utilizing new innovative solutions.
- Increase of transparency in the provision of G2C and G2B services.
- Reduction of horizontal inequalities, such as socio-economical, geographical or gender related.
- Online access for citizens, from application to service delivery.
- Quality improvement of administrative services.
- Monitoring the services execution, shortened service execution time.
- Provision of additional possibilities to the citizens and businesses for service execution tracking, providing feedback and receiving higher quality services in a shorter time.
- Bringing closer the municipality to the citizen through AU OSSIS.

A.2. Current OSS background and architecture

As a cumulative result of STAR2 and STAR3 efforts during the period 2018-2020, OSSIS has been already rolled out in the central offices of 50 municipalities of Albania (see list of municipalities in Annex). OSSIS is centrally hosted on the e-Government infrastructure (NAIS Datacenter). The system is being used by the central municipalities' front-office and back-office employees in the process of public administrative services provision to the citizens and businesses.

More than 70 services are configured in each LGU OSSIS, categorized in 11 categories based on a mapping of the business processes in the target municipalities. The list of configured services is shown in Annex 3; Tirana is considered a specific case and there the system has configured more than 100 services, allowing for additional ones if needed.

Service Names and Categories are unified for all municipalities. The system offers preconfigured static and dynamic processes. Most of the important data fields can be changed and be configurable in the system by LGU Admin Role or by Super User in a master system.

Dynamic configuration of each LGU organigram makes the system at the same time very personalized for each LGU and unified. Time management functions are configurable by LGU level to monitor staff performance and to help staff itself to prioritize its daily work. Flexible notification possibilities can be used by each LGU Admin to notify LGU staff or citizens by mail or by SMS. Service fee, tax precondition and many other systems features, and details are provided per request.

The infrastructure where OSSIS is located, configured and installed in NAIS Datacenter has the following Microsoft technologies:
- DIS Server Licensing: SysCtrStdCore, WinSvrSTDCore 2016, BztlkSvrStd 2016, SQLSvrStd 2016
- Servers Cluster Licensing: WinSvrDCCore 2016 and SysCtrDatactrCore
- DC Licensing: WinSvrSTDCore 2016 and SysCtrStdCore
- Database servers Licensing: WinSvrSTDCore 2016, SQLSvrEntCore and SysCtrStdCore
- Reporting servers Licensing: WinSvrSTDCore 2016 OLP, SysCtrStdCore and SQLSvrEntCore

The main OSSIS components are outlined in the architectural scheme in Figure. 1.
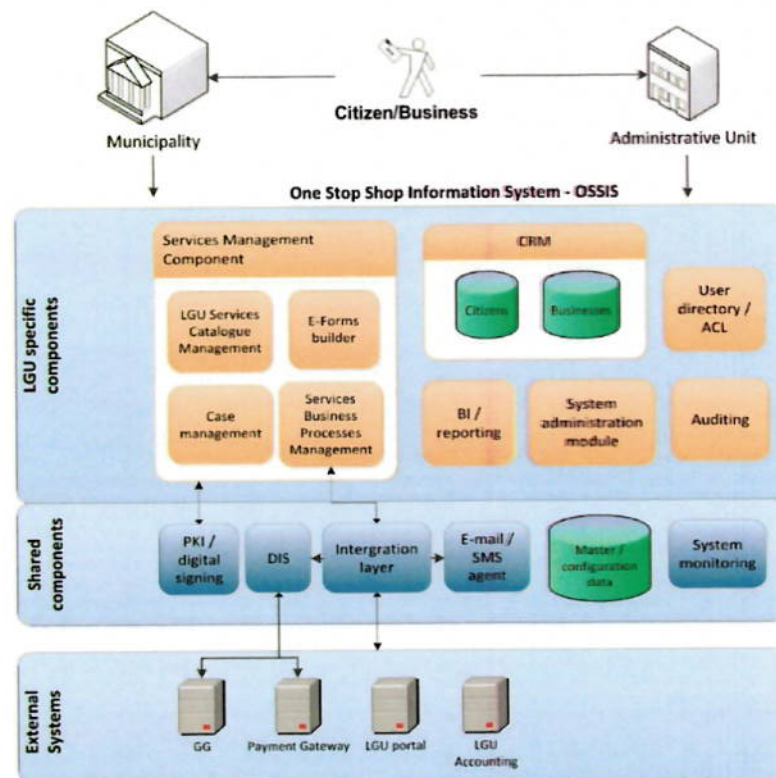
Fig. 1. High Level Architecture of OSSIS

1. **LGU Services Management component** is a core component of OSSIS System allowing administration of all LGU services offered to citizens and businesses. The component administers all metadata of the services, services workflow configuration, provides case management functionality and allows interfacing with 3rd party systems, such as e-government platform through GG. The main sub-systems of the component:

   - **LGU Services Catalogue Management Module (SCMM)** provides a rich feature set to administer catalogue of LGU's public G2C and G2B services. The main functions of the module are management of services' cards, their metadata, configuration of services, design and creation of document templates, mapping to the configured workflows, service enabling and decommissioning functionality, management of the supported documents, i.e. legal documents, templates, instruction forms.

   - ***Case Management Module*** is a sub-component for a service and its application execution based on a well-defined business process (service's workflow). Each LGU's service request initiates and then is tracked through the case management module, relying on service workflow configured in the business process management module. The execution of business processes generates cases, which enable application tracking, based on a workflow and the related state machine as per specific service type. The component tracks cases through all their lifetime. The case is the basic unit to measure the performance of the LGU service delivery and all the related back-office departments and 3rd party agencies in providing the services to the citizens and businesses.

   Additional functionality, specific to provision of public services is required: citizens/businesses notifications through SMS/e-mail agent; dynamic document creation based on the data provided by OSSIS modules or external systems. The dynamic document creation functionality

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allows to generate documents required by services, based on the templates designed and configured in LGU SCMM.

- **Services Business Process Management Module** is the core module that enables business process execution, state transition, state persistence and process execution resumption based on events. It allows the collaboration of all service actors through the OSS system to provide service execution and service delivery. This module is tightly integrated with the Case Management Module to enable the flow of the case information of services offered to a citizen or business.

- **e-Forms Builder Module** allows the design and administration of all required OSSIS data entry forms for the provision of LGU services. These are web forms, which are specific to services and may vary in amount and type of required data, requirements for additional data lookups from OSSIS components or external systems.

2. **The SQL Reporting Services** is an important component that provides managerial data analytics, visualization and reporting tools on the LGUs' OSS activities for central and local level management. This component is critical for monitoring progress as well as an instrument for assessing municipal performance and responsiveness in administrative service delivery. This tool should potentially evolve into a full BI module, providing user friendly and graphically appealing data visualization as well as allowing for more in-depth, real-time analysis, necessary to inform decision makers. The implementation of this enhancement [BI] is not part of the present Terms of Reference, still it might be considered as an additional requirement at a later stage as part of the OSSIS consolidation and enhancement.

3. **CRM with Local Citizens Index and Local Businesses Index** component provides storage and administration of the citizens and businesses contact information. The component allows for manual data entering and/or fetching data from national registers.

4. **Administration Module** provides GUI for management of **master data and configuration data,** as well as data import and export functionality. The administration module is configured in two levels: LGU scope level and overall system administration level.

5. **Auditing Module** ensures that all OSSIS users' activities are tracked and stored for further audits if needed. In addition, the interactions with third party agents, such as external systems or stand-alone OSSIS modules interfaced by the integration layer is being are audited as well. Auditing reports on users' activities and extensive search of the audit log shall be provided. Due to expected large amount of auditing data, data retention schedule and backup mechanism have been implemented.

6. **User Index / Access Control Level Module**

   LGU system users' roles and access control level information are saved in an industry standard repository, i.e., Active Directory. All components of OSSIS operate with Single Sign-On principle. The component provides flexible configuration for user roles, and their assignment to the OSSIS users. It is important to consider integration with PKI services for end user identification through a token or smartcard and digital signing for the service provider as it is described in the next section.

7. **PKI services / Digital Signing**

   Currently only the mayors are equipped with qualified digital signatures[2] for the purpose of the e-Lejet platform. Future activities should consider the use of digital certificates for OSSIS, as well as for signing of e-documents and e-transactions.

8. **Monitoring Module** includes System Center Operations Manager **(SCOM)**, which provides graphical user interface to monitor software components of the OSSIS, including its application servers,

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[2] Digital signatures are necessary for the mayors to use the e-lejet platform.

DBMS, load balancers and other components. The Monitoring Module provides flexible configuration for adding new system components, using standard industry protocols or custom shell scripts.

9. **Integration Layer** is an OSSIS component that performs the role of Electronic Service Bus and is responsible for the interfaces with external IT systems and loosely coupled OSSIS components. The key interfaces to be implemented in the integration layer are:

-   **Integration with GG Platform**, which allows OSSIS to exchange information with back-end information systems of Government Agencies in order to deliver services to citizens and businesses. The technical and documentation requirements of NAIS (AKSHI) have been met.

-   **Integration with LGU's accounting system.** Import from LGU's accounting modules via comma separated files exchange has been implemented. It allows recording of all payment transactions that are performed through the payment module. Thus, it is already possible to get information from LGU's accounting system on a citizen's or business's amount of paid/unpaid taxes.

-   **e-Mail/SMS Notification Agent** is a module that notifies the service requester, via SMS or e-mail, for any service-related information or status changes via SMS or email.

-   **Payment Service.** Integration with the e-Albania Payment Services has been already prepared as first version integration, but in collaboration with NAIS will need revisiting.

B. SCOPE OF SERVICES

B.1. Scope of services

The STAR OSS system has been developed, tested, and rolled out within a relatively short period, 2019-2020, with the highest intensity during 2019, coping with local elections in the same year, and ended in August 2020, a period when the COVID-19 pandemic peaked.

Since, the performance of municipalities in OSS operation has been monitored through the OSS dashboard and reporting tool and ad-hoc solutions have been provided when and where possible.

This period has been also one of reflection on how to consolidate the system, improve its features, exploring further potentials for integration, evolving into innovative forms of service delivery and handling resistance to change from municipalities.

The system's further rollout and its upgrade is to become the LGUs' backbone for delivering fast, reliable, and transparent local government services to citizens and businesses.

The core STAR3 assistance in terms of OSSIS is composed of two main phases: 1- Rollout to AU and 2- OSSIS enhancement and e-services. The present contract will address only the first phase, related to the OSSIS expansion to the administrative units of municipalities with functional OSSIS. The second phase will be addressed separately through a different ToR and contract.

In order to achieve these goals, the Bidder is requested to employ a scalable and result-oriented rollout strategy, mobilize highly efficient and sufficient specialized teams to perform professional OSSIS customization, cope with the rollout workload, influence change management as well as build OSSIS leadership within LGUs to ensure a sustainable use of the OSSIS.

In support to a broader usage of the OSS and in anticipation of this assignment, UNDP is engaged in an OSS awareness campaign that aims to promote the existence, current (and future) features, and the importance of making extensive use of the OSSIS system for efficiency, transparency, and accountability. The awareness campaign will target both the citizens – making them aware of the OSS and the benefits from getting the services through the system, and the LGUs' staff – promoting their proactivity in absorbing the project assistance on expansion and usage of OSSIS, embracing it as a main way for administrative service delivery.

C. ASSIGNMENT COMPONENTS AND WORK PACKAGES

Three main components are identified as part of this assignment:

1. Rollout of current version of OSSIS
2. Closing and handover
3. Extended support

For each component, a set of requirements and work packages are indicated below. The Bidder is required to evaluate and include in its proposals the activities, tasks and requirements described in the work packages (WP) listed below. The provided list of WPs represents a minimum baseline and is not exhaustive.

The Bidder is encouraged to provide in its application a project implementation methodology with the described and updated structure of the work packages with activities. The proposed project plan, work breakdown structure, activities, and fulfillment of technical requirements must contribute to the project's goal and objectives in the most efficient and rational way.

C1. Component 1 - ROLLOUT THE CURRENT VERSION OF OSSIS

The first project component (Rollout to LGUs/AUs) is focused on OSSIS rollout activities in the selected AUs in LGUs with operational OSS, listed in Annex 1, and aims to put OSSIS in productive usage in the municipalities and AUs.

In consideration of recent requests from the municipalities of Patos and Korca to be included in the OSSIS scheme, the total number of municipalities in the scope of STAR3 OSSIS assistance is 52 and the aggregate number of potential AUs for OSS rollout could be around 250, as final discussions are ongoing with individual municipalities on the eligible AUs based on the level of prerequisites fulfillment.

The Bidder shall conduct the rollout phase in parallel streams, so that the solution is successfully deployed during 10 calendar months period, as stipulated in the overall project schedule in Annex 2.

It is advisable for any planned future activities of expansion or ensuring sustainability of OSSIS in LGUs, to foresee support and strengthening of LGUs' HR capacity. To this end, the following activities should be considered by the Bidder:

- Utilize proactive CRM activities with the municipality's decision makers.

- Render additional remote training sessions.

- Provide boot-camp computer literacy knowledge within the project.

- Provide boot-camp course for IT administrators.

- Create transparent performance environment of the municipalities for better engagement and leadership, by continuously publishing and communicating OSSIS usage statistics among municipalities.

- Promote system usage through creation and circulating success stories and positive feedback with the system's key users.

Before starting the actual rollout activities in LGUs, it is important to address open issues from the previous implementation of the OSSIS and increase the usage efficiency of the system.

Importantly, the Bidder shall select several model municipalities, with experience of successful and efficient OSSIS operation and based on their operational model, bring recommendations on the successful workflow implementation, covering topics of organization of front office (FO) work organization, protocol department, and back office (BO) departments work organization to the remaining LGUs as best practice.

The following steps shall be completed and evaluated for each rollout facility listed in Annex 1:

1. System configuration is ready for the LGU/AU -internal report shall be issued by the Bidder with appropriate technical details.

2. End-user on-job training is completed – signed end-user participation forms.

3. Certificate of Productive Usage (COPU) – signed off by the management of municipality per LGU/AU.

4. Confirmation of on-site Go Live support completion - signed off by the management of municipality per LGU/AU.

> Based on the four steps listed above, UNDP will sign off the Certificate of Rollout Acceptance per facility. In the case, when the rollout activities are not completed in full, the proportional completion will be calculated as explained in section H.

Before starting the rollout in the AUs of the municipalities with already implemented OSSIS, an assessment of the existing OSSIS configuration shall be performed and subsequent OSSIS configuration update performed accordingly. The service catalogue shall be updated to match the services currently provided by the municipality. It is strongly recommended that workflows updates would be performed by IT representative of each municipality under the Bidder's supervision.

According to the findings of STAR2, "Adoption of the OSS model will also impose an organizational change within the municipality. The transformation of Administrative Units as in OSS point of contact, the structural separation between front office and back office, the introduction of new services procedures or workflows from the front office application to back offices processing, the differentiation and distribution of authorization levels have a significant impact on the overall organization of local government unit's structures." Hence, the preparatory work shall include proactive discussions with the management of the municipalities' right from the beginning by providing necessary awareness and bringing as a result an undisputable acceptance of such process re-engineering from the municipality.

C.1.1. OSSIS SOFTWARE REQUIREMENTS

The One Stop Shop Information System shall be extended with a set of functionalities in order to improve the digitalization of administrative public services in Local Government Units. Product and system requirements for the OSSIS shall be interpreted in the context of the existing OSSIS architecture and its technical environment.

It is important to note, that functional requirements shall be fulfilled in LGU specific components layer, which shall allow to configure and use the functionality independently for each LGU. For example, the catalogue of services, services workflows, their documents, e-forms and other settings may be different in each municipality.

C.1.1.1. CROSS-FUNCTIONAL AND PRODUCT REQUIREMENTS

ID	Requirement category	Requirements
CFRC.1.1	Architecture	System architecture of OSSIS shall be preserved.
CFRC.1.2	Architecture	The extension of OSSIS features shall be based on the same technological stack, i.e., WEB.ASSEMBLER framework, MS SQL RDBMS, REDIS cache server.
CFRC.1.3	Usability	The User Experience of OSSIS should be improved by streamlining the existing UI, UX analysis and providing concrete suggestions allowing for easier navigation, minimization of the click-number, and usage of default values. Templates shall be developed and implemented upon the approval of the Bidder's proposal by the joint project management team.
CFRC.1.4	Printing forms	To optimize the layout of the application form printouts, which are not optimal in terms of paper usage and visual outlook. The form shall be rearranged in a way that it is more concise, so that less paper would be used.

C.1.1.2. OSSIS CONFIGURATION FUNCTIONAL REQUIREMENTS

ID	Requirement category	Requirements
FRC.1.1	Service catalogue	The service catalogue shall be updated ad-hoc as per request from each municipality, even though the most of LGUs' service catalogues have been recently updated during the period July-December 2021. The information shall be collected from the municipalities during the inception phase and/or later within the activities of the gap-fit analysis activities. Not-relevant services shall be decommissioned, the missing services added to the service catalogue, and frequently used services with low-granularity reconfigured and implemented as high-granularity.
FRC.1.2	Service Catalogue	Within the scope of the municipalities' OSSIS setup, the configuration of services shall be reassessed and updated accordingly. The objective is to minimize the quantity of the mandatory documents, which should be uploaded into the system and request only the required information in the application form. Only actually mandatory documents should be required to be scanned and uploaded into the system, leaving an option for uploading other documents into the system.
FRC.1.3	Master data	System's master data shall be updated with all municipalities and geographical locations of Albania. Import of external data classifiers (e.g. geographical, economics or other) should be possible to augment the reporting and statistical analysis within OSSIS or external BI module.
FRC.1.4	Role configuration	Configure a role of "Front Office Manager" that would have access in all cases created and could see performance reports for all front office employees based on a dynamic or predefined baseline.
FRC.1.5	Org. structure	Organizational structure of municipalities shall be updated with relevant LGU sectors that were not in the scope of STAR 2 project. This sectors or directories, such as municipality police department, protocol office, tax office, etc., should be included in service workflow.

C.1.2. WORK PACKAGES FOR COMPONENT 1

WPC.1.1: LGUS GAP-FIT ANALYSIS AND PREPARATORY WORK[3]

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[3] *Most of the gap-fit analyses and its implementation have occurred during period of July-*

Work packages	Tasks and activities
WPC.1.1.1	- Contextual Gap-Fit analysis of OSSIS utilization in central LGUs: organization structure, Standard Operating Procedures, current list of services and their workflow, structure of their AUs and municipality departments, etc. - Draw conclusions on the required workflow and OSSIS configuration changes. - Provide suggestions to organizational changes in central LGUs and AUs.
WPC.1.1.2	Assessing constrains of non-performing OSSIS in AUs. The Awarded Bidder should develop a methodology for sustainable use of the OSSIS, including legal and administrative recommendations, etc.
WPC.1.1.3	Review OSSIS workflow implementation, discussing and agreeing in particular on the following topics: - FO operation (general specialization FO operators, or fixed specialization per department) - Operation of protocol department (possibility to collocate journaling in the FO) - Possibility to delegate the required approvals of the top management (e.g. mayor) to the competent employees on his behalf.
WPC.1.1.4	The Awarded Bidder will suggest appropriate staff/positions in the institutional structure (based on field visits and interviews) that can effectively manage the various OSS model related tasks – such as data entry, computerization, validation, processing, reporting, and use, as well as effective systems administration, security auditing and system updates installation.
WPC.1.1.5	GAP-FIT analysis in regard to the baseline services catalogue, within the scope of services, workflows, and organizational structures.
WPC.1.1.6	Provide specific configuration and solution extension specification per LGU, which include all LGU specific changes to be configured or developed in the solution.
WPC.1.1.7	Create the aggregated situational analysis assessment reports "OSSIS municipality card", where required LGU changes, existing issues and actual OSSIS usage (If any) will be reflected for each central LGU and separately for each AU. This document shall be regularly updated by the Bidder throughout the project duration and later during support phase and serve as an aggregated information source in regard to OSSIS implementation and usage in each municipality.

December 2021, as such there is very limited activity to be performed,.

WPC.1.1.8	Prepare LGU master data: roles, users, org. units and their addresses, users & roles matrix, document templates.

WPC.1.2: SETUP AND UPDATE OF OSSIS LGU CONFIGURATION

Work packages	Tasks and activities
WPC.1.2.1	Localization and configuration of OSSIS to the specific requirements of the LGUs, based on the collected information during GAP-FIT analysis, including service catalogue, respective service forms and workflows, organizational structure, system users and roles, templates, and notifications.
WPC.1.2.2	In LGUs already using OSSIS, correction of service configuration and workflows that emerge as not being fully compatible with what the LGU performs in practice or would benefit from further optimization. The OSSIS optimization activities shall be aimed to stabilize usage of OSSIS in each central LGU and its AU's.
WPC.1.2.3	Conduct LGU specific OSSIS testing, covering configured functionalities and services and sign corresponding UATs.
WPC.1.2.4	Conduct continues configuration improvement, trainings and other activities addressing the sustainable usage of the OSSIS.

WPC.1.3: PREPARATION AND GO-LIVE

Work packages	Tasks and activities
WPC.1.3.1	To ensure participation of LGUs' and AUs' employees, prepare and sign-off the end-user on-job training schedule with LGU's management. The on-job training schedule shall include locations, number of participants, duration, trainers list, topics to be taught. Several repetitive sessions in different days shall be planned to ensure that majority of the end-users will be able to participate. The anticipated objective is to provide on-job training to all AU personnel, at least 2 AU employees from each AU.
WPC.1.3.2	Provide on-the-job training to end users. Prepare printed materials[4] (main end-user manual) for each FO user, and each BO department. Provide soft copy of training materials.

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[4] *Training materials are already developed from previous contracts.*

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WPC.1.3.3	Provide well prepared video tutorial manual for front office and back-office users.[5]
WPC.1.3.4	Extensive Go-Live support with direct presence on-site for each rolled-out central LGU and each AU. During Go-Live, hands-on support, supervision, advice, and in-time configuration fixes shall be provided. By the end of the Go-Live support period, an AU/central LGU go-live support report shall be signed off by the administration of the LGU, providing the following data: • Dates and times when on-site Go Live support has been provided • End users, who have received Go Live onsite support • Number of applications registered during Go Live in OSSIS grouped by service types • List of registered OSSIS issues
WPC.1.3.5	Establishment of a help desk for ensuring maintenance support to the project LGUs/AU's.
WPC.1.3.6	OSSIS municipality card document shall be updated capturing latest data before and after the Go-Live.

C2. Component 2 - CLOSURE AND HANDOVER

The objective of this component is to finalize rollout of OSSIS, which requires: (i) to resolve all high-priority issues; (ii) to objectively document the state of the OSSIS rollout and its usage in LGU and AUs; (iii) to hand over the OSSIS with its supporting documentation to the designated Public institution. The detailed requirements are provided below.

Work packages	Tasks and activities
WPC.2.1.1	Conduct audit and update of project management and project technical documentation for rollout project components. Review all acceptance certificates.
WPC.2.1.2	Resolve all CRIT and high priority issues. Provide a feasible and acceptable resolution plan for normal and low priority issues.
WPC.2.1.3	Provide final report, including all document deliverables in the annexes, achieved results, system usage statistics, latest values of the defined KPIs, lessons learned, and future proposals. Final report shall include detailed maintenance and warranty procedure.

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[5] *The max person/days for this task should not exceed 4 person/days.*

WPC.2.1.4	Provide projects results auditing report regarding the expected deliverables versus actual deliverables. For each diversion from the expected deliverables, it should contain justification and respective approval from STAR3 granted though the process.
WPC.2.1.5	Handover to the designated Public Institution, and necessary technical training, end user training, all related technical and user documents, source code, etc.

C3. Component 3 - WARRANTY AND MAINTENANCE

The OSSIS warranty and maintenance services proposed by the Bidder shall be in accordance with the provision of DCM (Council of Ministers Decision) no. 710, dated August 21, 2013[6] "For the establishment and functioning of Information Storage Systems, Work Continuance, and Service Level Agreements."

The OSSIS warranty and maintenance services proposed by the Bidder shall be in accordance with the provision of DCM (Council of Ministers Decision) no. 710, dated August 21, 2013[7] "For the establishment and functioning of Information Storage Systems, Work Continuance, and Service Level Agreements."

C3.1. WARRANTY

The warranty of system functionality, its configurations and integrations shall be activated individually for each administrative unit made operational, with a start date when the respective UAT for that administrative units is signed. The warranty shall be in place for one calendar year after the signature of the UAT for every specific AU.

During the warranty period the Awarded Bidder shall fix all software defects within the agreed time limits, provided that the following conditions are met:

- documented evidence of system failure or fault is given.
- proof that the failure occurred due to a development fault.
- proper usage of software in accordance with the manual.
- no unwarranted interference with the software package on the part of the client.
- Subject of the client's complaint is covered in the requirements specification.
- Bidder will fix reported bugs and malfunctions with no additional costs.

Warranty obligations require the Awarded Bidder to eliminate only those defects which arise as a result of his own error(s) or failure to fulfill the requirements.

C3.2. MAINTENANCE

During and after the implementation of the OSSIS rollout, the Awarded Bidder shall ensure full maintenance and support for all the municipalities at scope and their currently rollout AUs. The maintenance and support should be extended until the end of 2023 for all municipalities and AUs at scope, irrespective of the time of successful completion of the rollout in any individual municipality or AU. The maintenance and support is activated for each municipality (including respective rollout AUs) where the OSS information system is operating, and the UAT is signed. Thus, based on the section "J". Scope of Proposal Price and Schedule of Payments," it' is to the benefit of the Awarded Bidder as well as to the beneficiary LGU that OSSIS is functional and its usage sustainable so that maintenance can be fully applied

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[6] *http://www.qbz.gov.al/botime/fletore_zyrtare/2013/PDF-2013/145-2013.pdf*
[7] *http://www.qbz.gov.al/botime/fletore_zyrtare/2013/PDF-2013/145-2013.pdf*

The Awarded Bidder shall offer maintenance services according to service levels and the approach described below:

- Preventive Maintenance Services. Once a week, the Awarded Bidder must render preventive maintenance services. Preventive services are proactive services that will enable problem detection in time, and will enable undertaking remedial steps in time, avoiding service interruption. All the preventive maintenance services shall be executed at central level IT hardware. It's mandatory that such activity to be streamlined through coordinated activities with the support service providers of the central IT infrastructure so to comply to well know international information security compliance standards.

- Troubleshooting services on the site (NAIS or LGU location, event based). The Awarded Bidder must be available from Monday to Friday, 8 (hours) x 5 (days), to provide troubleshooting services in the response to the "Major Alarms" reported by the LGUs authorized personnel ("Emergency On-Call Hours"). The term "Major Alarms" means the submission of the request for repair services undertaken in case of covered software malfunction which prevents them to operate in accordance with specifications and cause immediate and significant non-functioning of the system, and that could not have been avoided by interventions or minor repairs executed by the LGUs, technical staff and recommended by the Awarded Bidder. Problems that do not belong to "Major Alarms" should be addressed as per SLA listed below.

- Notification and Recognition of "Major Alarms". LGU, shall notify the Awarded Bidder by phone and shall wait to be contacted by the Awarded Bidder by phone during "Emergency On-Call Hours". The Awarded Bidder must contact LGU, and confirm within 30 minutes that the "Major Alarm" notification has been received from the authorized LGU, personnel. After the recognition of the call from the Awarded Bidder, LGU, shall make available predefined information from the Troubleshooting Procedures of the Awarded Bidder and shall assist in the reported problem diagnosis. LGU, shall cooperate with the help request of the Awarded Bidder in diagnosing the cause of the reported problem as well as in defining whether there is a need to visit the location in order to execute troubleshooting hardware services.

- Responding to "Major Alarms". If the Awarded Bidder cannot determine through the information gathered from the Troubleshooting Procedures the cause of the "Major Alarm", then, if needed, it must send a service technician to LGU, within four (4) hours from receiving the "Major Alarm" notification. After the arrival, the service technician shall receive support from LGU, and shall be granted leeway in the covered systems and facilities, with the presence of LGU staff in order to start immediately the diagnosis and repair procedures.

- Troubleshooting Procedures. After the arrival, the service technician must start the troubleshooting procedures. This activity shall continue until: (a) the "Major Alarm" is corrected or "partially resolved", (b) the Awarded Bidder determines that the reported problem is not caused by any failure of the covered systems or (c) the support staff concludes that further diagnosis or correction may be postponed until the arrival of replacement parts, where close collaboration with support service provider of the central IT infrastructure is required.

The Awarded Bidder's service technicians must be trained on the troubleshooting procedures and authorized to interact directly with the core developing team in order to facilitate troubleshooting on support level 2 and 3.

Problem categorization and response time

In the following table, the categorization of the gravity of the problem is defined and the response time required to solve it during the maintenance period.

Severity 1 (Critical/High)	Severity 2 (Average)	Severity 3 (Low)

Economic activity endangerment and financial liabilities		
The application malfunction creates major service interruption, financial obligations to users or creates major risks to their economic activity	The application malfunction creates considerable service interruption, financial obligations to users or risks considerably their economic activity	The application malfunction creates minimal service interruption, financial obligations to users or risks minimally their economic activity
Work suspension		
The application malfunction prevents users from achieving the majority tasks of their work.	The application malfunction prevents users from achieving small parts of their work, but they are capable of achieving the other tasks of their job. Can also include information questions and answers.	The application malfunction prevents users from achieving minor parts of their work, but they are capable of achieving the other part.
Number of affected users		
The application malfunction affects a vast number of users (more than 30% of LGU users)	The application malfunction affects limited number of users (less than 30% of LGU users)	The application malfunction affects less than 3 (three) users
Temporary alternative solution [This holds the main part of the severity characteristics 1 and 2		
There is no a temporary and acceptable alternative way to solve the problem (e.g., the work cannot be accomplished in another way)	There might be a temporary and acceptable alternative way to solve the problem	There is potentially a temporary and acceptable alternative way to solve the problem
Response time		
Within an hour	Within 8 (eight) hours or the next working day	Within 8 (eight) hours or the next working day
Solution time		
The maximum solution acceptance is 24 continuous hours after the first contact.	The maximum solution acceptance is 10 continuous working days.	The maximum solution acceptance is 30 calendar days.

Bidders must propose a maintenance and support strategy that is gradually transferred to a responsible central institution or to the beneficiaries. The strategy should elaborate the criteria for the municipalities to be able to operate the system independently or recommend future outsourced support. The transition is planned to begin at the end of 2022 and be fully implemented by the end of 2023. The basis for paying the Awarded Bidder for maintenance and support for 2023 will be based on the performance during the preceding year, i.e. 2022.

Bidder's proposal for the warranty and the phased maintenance and support, inclusive of the elements mentioned above and the respective cost, will be considered as an integral part of the Bidder's financial offer and will be considered during the financial evaluation of the Bid.

D. PROJECT MANAGEMENT AND IMPLEMENTATION METHODOLOGY

D.1. Project management

The Bidder shall follow internationally recognized project management methodology and strive for the highest quality, integrity, and personal data protection standards.

The initial vision on the project implementation, project team, roles and responsibilities, and core project management disciplines shall be described by the Bidder in the technical proposal. Later, it shall be expanded and detailed in a Project Management Plan during the inception phase. The Project Management Plan shall be formally accepted by the UNDP and serve as a mutually agreed code of project handling.

In the inception phase, project implementation steering committee will be established. UNDP will be represented by the responsible employees and beneficiaries (LGUs, STAR3). The Bidder shall be represented by project management team and key experts. Steering committee meetings shall be conducted monthly, during which the Bidder is expected to present in advance delivered monthly progress reports.

Considering the high amount of the related stakeholders and third parties, an internal communication plan shall be agreed and followed. Furthermore, to ensure successful project implementation, the Bidder shall follow an industry standard project management framework and perform professional PM activities in the areas of:

- Scope management
- Resource management
- Time and schedule management
- Quality management
- Change management
- Risk management
- Knowledge management/capacity building management
- Communication management

D.2. Project implementation methodology

The main stages and components of the project are the following:

1. Inception phase
2. Component 1 - Rollout existing OSSIS version to the selected LGUs and AUs.
3. Component 2 – Closure and handover
4. Component 3 – Warranty and maintenance

The project shall be implemented with considerations for optimizing time and obtaining complementary results, given the limited implementation time available. Therefore, the project implementation approach should not be sequential, but various activities related to different AU's should be undertaken simultaneously and benefit from the lessons learned for continuous process improvement.

Efforts should be made to simultaneously expand the OSSIS in all selected LGUs/AUs and upgrade the existing OSSIS workflows during the rollout and the support period. The evaluation of the current state of OSSIS has shown that the system is not always used efficiently. Therefore, the implementation team shall take the best working examples, upgrade the created workflows based on the best practices with regard to the size of the LGUs, and then roll out these incremental changes in the municipalities and their AUs.

An indicative project schedule is provided in Annex 2. The high-level project schedule contains the following, often concurrent tasks:

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OSSIS Rollout activities into the selected central LGUs and AUs
• LGUs service catalogue, users and/or roles update, change management activities *(suggested minimum person/days since the last update have occurred during July-December 2021)*
• Customization and configuration of AUs setup
• Proactive Go Live support
• Maintenance

The Bidder shall propose an implementation methodology and revised project implementation plan, which reflects the listed project activities and milestones, deliverables and outputs detailed in this ToR document. The first two components' activities per LGU rollout can overlap between each other in order to optimize whole project activities between subprojects. Any of the below listed milestones may be changed until the acceptance of the project management plan, however, shall be accompanied by the justified arguments and confirmed by UNDP.

D.3. Project milestones

The preliminary list of project milestones is provided below:

M0.1   Contract in force
M0.2   Inception report and project management plan documents accepted

Component 1 - Rollout the current version of OSSIS

M1.1   UAT is accepted per AU (multiple)
M1.2   Delta-training is completed (when new employees are assigned)
M1.3   Certificate of Productive Usage (multiple)
M1.4   Confirmation of on-site go live support completion (multiple)
M1.5   Certificate of rollout acceptance for each AU implemented (full or multiple)

Component 2 - Closure and handover:

M2   Project final report is accepted

Component 3 – Warranty and maintenance

M3.1   Quarterly maintenance activities reports
M3.2   Maintenance final report is accepted at the end of each year
M3.3   Warranty final report at the end of the first year of OSSIS intervention has been accepted

D.4. Project management framework

Project management framework shall be established by the Bidder in the project's inception phase.

Work packages	Tasks and activities
WPPM 1.1	Prepare project implementation strategy, which shall be presented and thoroughly discussed during project Kick Off meeting.

WPPM 1.2	Create project management framework, including major PM disciplines, such as resources, scope, change, quality, risk, communication, and integration management.
	Provide Project management plan, which includes project implementation methodology and project management framework.
	The topics of LGUs decision makers, end-user engagement and the required LGU change management shall be elaborated in detail, providing concrete change management, communication, and risk management plans.
	Prepare the following project management documentation per each project component:
	• Structure and responsibilities of the Bidders project team assigned per each component
	• Rollout plan *
	• System users' engagement and training plan *
	• OSSIS usage monitoring and evaluation framework including indicators *
	• LGU productive usage weekly evaluation report *
	• Communication templates for LGU key users on the OSSIS preparatory activities and OSSIS usage after production.
	• Draft information letter to the LGU management, informing on the introduction of OSSIS *
	• Draft Communication and Visibility Plan in compliance with the overall project Communication Strategy and project requirements and instructions ensuring the adequate communication throughout the implementation of the planned activities.
	* not applicable for all municipalities, relevant only for those municipalities in need of extra support.
	System users' engagement and training plan shall not include retraining of the OSSIS functionality, but instead, a well-defined of sustainable use strategy, which would include building OSSIS super-users (champions) team, provision of on-site, remote trainings, updated video recorded training materials, updated electronic/printed manuals per LGU.

E. PROJECT OUTPUTS

The material project outputs are comprised of project management documents, implementation documents and software deliverables. The detailed lists are provided in the sections below.

E.1. Project management documents

Nr.	Milestone / Work package	Documents
1.	M0.2	**Inception report** shall present the finalized structure of the project team, results of the first assessment of the status quo in LGUs, fine-grained scope for integrations and online services and conclude with updated overall project schedule and detailed project schedule for upcoming 3 months.
2.	M0.2	**Project Management Plan (PMP) shall provide** delineation of roles and responsibilities, project implementation plan, and methodology. The plan outlines **project** objectives, identifies the main stakeholders, and defines the authority of the **project** management of the Customer and Provider. It shall include: • quality management plan, • communication plan, • initial risk matrix and risk management plan, change management procedure. One of the key sections of the PMP is the project schedule. Considering multi-facet nature of this project, an integrated plan with separate activity groupings for the three project components is required.

3.	M1.2	On-the-job training plan document shall describe the training methodology which will cover the training of the new users in AUs, as well as delta-training of existing users, covering new features of the system.
		
		The document shall include:
		• Description of the training media: (a) onsite training; (b) remote training; (c) video materials for self-pace training.
		• Plan of the application of the training medias.
		    o training topics and their coverage in the training medias.
		    o onsite locations,
		    o planned number of participants,
		    o planned duration of contact-trainings,
		    o plans for the evaluation of the training efficiency using immediate paper and *posterior* online feedback mechanisms
		    o Templates for documentation of training progress and completion in the subsequent progress reports,

		Training plan shall be updated with the list of the users to be trained from each municipality's AU, based on the information received from the administration of municipality.
4.	M1.1	User accepting testing (UAT) certificate. Within component 1, UATs for each LGU for specific LGU solution to be accepted by each Beneficiary.
5.	M1.2	User training completion report per municipality, with the lists of trained users.
6.	M1.3	Certificate of Productive Usage (COPU) per LGU is a certificate stating which AUs in municipality has started the productive usage of the system with declared number of registered services in the system. COPU shall be signed off by the municipality administration.
7.	M1.5	Confirmation of on-site go live support completion. The report confirming that the onsite GO LIVE support was provided. The report shall outline the schedule of provided onsite support and the list of open issues, which has been raised and unresolved during onsite GO LIVE period.
8.	M1.5	Based on the presented provided UATs (when applicable), user training completion report, Certificate of Productive Usage and Confirmation of onsite Go-Live support, the customer will issue the **Rollout Acceptance Certificate**, which will mark the beginning of the maintenance services. It is envisioned that Rollout Acceptance Certificates will be issued in quarterly batches, for the municipalities with completed AUs rollout.
9.	WPC.5	**Periodic monthly progress reports** (along the implementation accompanying the production of deliverables and describing the process, through narrative and statistics, and documenting achievements as well as issues and bottlenecks)
10.	WPC.1.1	OSSIS municipality card per each municipality, where, required LGU changes, existing issues, and actual OSSIS usage (If any) will be reflected for the central LGU and separately for each AU. This document shall be regularly updated by the Bidder throughout the project duration and later during support phase and serve as an aggregated latest information source in relation to OSSIS implementation and usage in each municipality.
11.	WPC.5	Quarterly Maintenance report
12.	M1.3	Solution acceptance issue list
13.	M2	Final report
14.	M3	Warranty and maintenance periodic reports and final report

E.2. Implementation documents

Nr.	Milestone / Work package	Documents

1.	WPC.1.1	Updated service catalogues per LGU
2.	WPC2.1	Solution technical specification (blueprint) including: • SRS with detailed specification of high-granularity services. • Updated Baseline service catalogue specification by services granularity level.
3.	WPC.1.1	Specific LGU configuration and solution extension specification
4.	WPC.1.1	Completed OSSIS configuration report per LGU/AU
5.	M1.2	**Training materials, including:** • Project introduction presentation • End user updated training manuals • Key user (super user) updated training manual • IT administrator updated manual • Video training materials for FO and BO end users • Online submission form for end-user's evaluation and feedback • LMS user and administration documentation

F. ACCEPTANCE TESTING

The contents of all acceptance tests will be proposed by the Awarded Bidder and shall be confirmed by UNDP. The acceptance test scenarios shall cover all functional requirements and reflect the accepted software specification documentation. All acceptance tests will be implemented by the Awarded Bidder and will be monitored and approved by STAR3 at each step. The Acceptance Testing shall be conducted in accordance with the testing procedures and using the schedule of tests as proposed by the Awarded Bidder and confirmed by STAR3 and the beneficiary.

G. INSTITUTIONAL ARRANGEMENTS

G.1. Supervising authority

The Bidder will work under the overall supervision of UNDP Albania /STAR3, to which the Bidder will directly report, seek approval, and obtain the acceptance of deliverables. Upon the completion of work assignment packages/milestones, STAR3 will evaluate the Bidder's work, certify relevant documents and process/follow-up on the payments.

In preparing the work plan and the timeline for the implementation of the activities, the Bidder has to consult closely with the STAR3 staff. The Bidder must inform STAR3 of all irregularities and any potential deviations from the original plan.

UNDP shall make all efforts to facilitate collaboration and interaction with partners and networks, on top of the efforts invested by the Bidder itself.

G.2. Institutional arrangements

From a strategic and managerial point of view, the Ministry of Interior, and its Agency for Local Government Support (ASLG) are the main government counterparts of STAR3. The MoI, through its leadership, deputy Minister in charge of local governance and decentralization, and the ASLG, are expected to facilitate interaction with other stakeholders on a need basis.

From a technical point of view, the National Agency for Information Society (NAIS) is the core counterpart, with which the Bidder must closely collaborate.

H. OTHER

H.1. Geographic coverage

The Geographical area to be covered is country wide as the 52 LGUs and at least 250 administrative units are scattered across the territory. Therefore, the Bidder will have to make sure to access all LGUs in a well-planned systematic approach, which calls for a well-designed plan of distribution of resources and presence in the territory.

H.2. Implementation duration

The implementation period of the OSS system AU rollout will be within 10 (ten) months. The Awarded Bidder will be required to deploy its capacity and implement the planned activities according to the timelines indicated in the table of activities that are part of its proposal.

H.3 Data collection

The Awarded Bidder shall collect data on the number of employees trained through any of the established training methods. Data collection shall be conducted through forms agreed with STAR3, and shall include gender based consideration.

I. QUALIFICATIONS OF THE SUCCESSFUL BIDDER

I.1. Successful Bidder profile

The successful Bidder should have prior experience in providing business and software analysis complex software solutions designing, developing and deployment of new or updated services, supporting implementation of web-based one-stop-shop systems for local government units and, in more general terms, should be experienced in carrying these services for web-enabled Information Systems, in the public sector.

The Bidder should have and demonstrate at least 7 years of proven experience in the market and in the area which should be supported by at least three references from customers to whom similar services have been provided.

Work experience with local governments in the region and/or Albania will be considered a strong advantage, especially if related to functional optimization of local government administrations and modernization/ business processes improvement with regard to service delivery.

The Bidder should demonstrate good project life-cycle management capability, including project, integration, change financial, quality, and risk management and accountability, administration, provision of logistical support and effective reporting.

The potential Bidders who wish to participate should also meet qualification sets of criteria in terms of expertise, methodology, management and satisfy minimum eligibility requirements as described further below and in the datasheet:

Category	Company's qualification requirements
Quality management system	The bidding company must hold a valid ISO 9001, ISO 20000-1, ISO 22301, and ISO 27001 certification.
Technology certification of the Bidder	The bidding company must be certified in the technology of the system that is being offered, if applicable, i.e. Microsoft, IBM, HP, Oracle, or similar.
Technology certification of the Bidder (RDBMS)	The bidding company must be certified in the relational database technology of the system that is being offered, if applicable, e.g. Microsoft, Oracle, IBM, or similar.
Project references	During the past 5 years, at least two (2) customer references, where the bidding company have successfully implemented and deployed complex one-stop-shop processes automation software systems in LGUs or similar. The reference projects will be treated as successful if the implemented system was used in live (productive) operation in LGU and/or include at least one e-service implementation with NAIS.
Manufacturer's authorizations	The biding company shall provide Manufacturer's Authorizations for Commercial Off-the-Shelve and standard software. Standard software stands for generic purpose operating systems, DBMS, application, and web servers, etc.

I.2. Successful Bidder personnel

The successful Bidder should make available a team of highly experienced and qualified experts and possess sufficient resources for the provision of the service with effectiveness, efficiency, quality and professionalism. The experts' team should comprise an appropriate number of professionals with adequate experience and professional qualifications for the assignment as it set forth below.

These professionals are required at different stages of the implementation and should fulfill specialized and complementary roles, being engaged proportionately with the implementation needs. The availability and

distribution of such expert resources in the most appropriate and efficient manner is a task and responsibility of the Bidder, and such arrangements and related costs are also part of the Bidder's proposal.

The Bidder shall take all reasonable measures necessary to ensure that the personnel deployed under this TOR shall respect local customs and conform to the highest standards of moral and ethical conduct. UNDP may at any time request the withdrawal or replacement of any of the Bidder personnel if these standards are not adhered to. Replacement will be at the Bidder expense.

The following skill sets are required for experts adequately qualified and experienced in both Software Development projects and IT related field to satisfactorily and timely deliver the expected outputs:

Position	Key qualification
Senior Project Manager (1)	Graduate Degree in IT/Computer Science, Engineering or Management.
	PMP, IPMA, Prince 2 Practitioner or alternative internationally recognized certificate with validity and certification process through testing centers.
	Internal staff of Proposer Bidder for at least one year.
	Experience: Minimum of 7 years of experience in managing IT projects up to successful completion.
	Excellent written and spoken Albanian and English skills.
Technical Project Manager (1)	Graduate Degree in in IT/Computer Science, Engineering.
	Agile Certified Practitioner (from PMI-ACP or equivalent) internationally recognized certificate with validity and certification process through testing centers.
	Internal staff of Proposer Bidder for at least one year.
	Experience: Minimum of 5 years of experience in managing IT projects up to successful completion.
	Excellent written and spoken Albanian and English skills.
Quality Assurance and Control Project Specialist (1)	Graduate Degree in IT/Computer Science, Engineering.
	CMMI related or similar certifications.
	Internal Staff of the proposer Bidder for at least one year.
	Very good written and spoken English skills.
Implementation Team Leader (2)	Graduate Degree in IT/Computer Science, Engineering or Management.
	Minimum 5 years of management or team leading experience in IT projects as software developer, database management or similar
	Excellent written and spoken Albanian and English skills
	ITIL Certificates preferable.
Local Government Specialist (1)	Graduate Degree in Public administration or related area.
	Experience of work with local governance projects, at least 5 years.
	Prior experience with consultancy and requirements analysis of one-stop-shop systems for LGUs.
	Very good written and spoken Albanian and English skills
Business Analyst (1)	Graduate Degree in IT/Computer Science or related fields.
	Business analyst certifications for the given solution are required.

Position	Key qualification
	Prior experience with consultancy and requirements analysis of one-stop-shop systems for LGUs.
	Experience in analytical processes involving elicitation of requirements in complex business scenarios.
	Minimum of 5 years' experience in business analysis of IT Systems and designing of digital services.
	CMMI related or similar certifications.
	Internal staff of Proposer Bidder for at least 1 year
	Very good written and spoken Albanian and English skills
SOA architect (1)	Graduate Degree in IT/Computer Science, Engineering.
	Internal staff of Proposer Bidder for at least one year
	Specialists certified with professional level for Service Oriented Architecture, non-vendor related
	Experience: Minimum of 4 years' experience as software solution architect
Senior Developers (2)	Graduate Degree in IT/Computer Science
	Internal staff of Proposer for at least one year
	Minimum of 5 years' experience in systems and software development.
	Certified developers holding a certification for the technologies used in the solution.
	Prior experience with software development of one-stop-shop systems for LGUs and at least 3 years prior experience with integrating systems in the Albanian Government Integration Platform.
	Sufficient written and spoken Albanian and English skills
Software Developers (2)	Graduate Degree in IT/Computer Science, Engineering.
	Certified based on the technologies used in the current solution.
	At least 2 of them with at least 3 years of prior experience with integrating systems in the Albanian Government Integration Platform or other government, building e-Services in e-Albania using existing products that enable e-service development, for web-browsers and smart devices responsiveness.
Software Tester (2)	Graduate Degree in IT or Engineering related fields.
	Certification in software testing
	Minimum of 3 years' experience in Quality Assurance
BizTalk specialist (2)	Graduate in IT/Computer Science, Engineering.
	Internal staff of Proposer Bidder for at least one year
	Specialists certified for Microsoft BizTalk from Microsoft which is the core component of the Government Gateway.
	Experience: Minimum of 2 years' experience with BizTalk technology
Database Administrator (1)	Graduate Degree in IT/Computer Science, Engineering.
	Minimum of 3 years' experience in database administration combined with BizTalk technologies.
	Certifications on management and administration of database offered for the solution are required.
Maintenance Specialist (4)	Graduate Degree in IT, Informatics or Engineering related fields.
	ITIL or similar certifications

Position	Key qualification
	Minimum of 3 years' experience in providing support for end users in IT projects with MIS rollout experience

J. SCOPE OF PROPOSAL PRICE AND SCHEDULE OF PAYMENTS

The contract price will be a fixed output-based price. The Proposer, in complying with RfP **Section 7A and 7B – Financial Proposal Form**, is requested to break down / itemize costs per deliverables and per cost components.

The Bidder shall ensure that experts are adequately supported and equipped. In particular, it shall ensure that there is sufficient administrative and management provision to enable experts to concentrate on their primary responsibilities. The indicative schedule of payments will be the following:

Instalment	Outputs	Expected delivery time	Criteria to be met	Payment[8] (as percentage of the contract price)
1	- Inception	Month 1	Inception Report submitted and accepted	10%
			TOTAL Instalment 1	**10%**
2	- Rollout to first 125 AUs (Certificate of Rollout Acceptance signed off)	Month 2 - 5	Certificates submitted	20%
	- Warranty applied		Full warranty coverage as per warranty specifications	5%
	- Maintenance and support applied		Quarterly reports submitted and accepted	5%
			TOTAL Instalment 2	**30%**
3	- Rollout to second 125 AUs (Certificate of Rollout Acceptance signed off)	Month 5-8	Certificates submitted	30%
	- Warranty applied		Full warranty coverage as per warranty specifications	5%
	- Maintenance and support applied		Quarterly reports submitted and accepted	5%

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[8] *The schedule of delivery might be adjusted during contract implementation based on existing circumstances and progress. However, such adjustment will be well documented and justified by the Successful Proposer.*

			TOTAL Instalment 3	40%
4	- Closing and handover	Month 9-10	Final Report submitted	5%
	- Maintenance and support 2023		Quarterly reports submitted and accepted	15%
			TOTAL Instalment 4	20%

Note: * In case, when the rollout activities are not completed in full, due to external factors, which are not under influence of the Bidder, the proportional completion of such administrative unit will be calculated as follows:

Activities completed	Quantitative Evaluation
System configuration is ready per AU	30%
End-user training is completed	30%
Certificate of Productive Usage (COPU) – signed	15%
Confirmation of on-site go live support	25%

Payment tranches shall be made against well documented invoices with the supporting documents (report, documentation produced, agreement/UAT/Maintenance SLA signed, etc.) as an annex to the Invoice, which should justify amount of the requested payment.

K. RECOMMENDED PRESENTATION OF PROPOSAL

For purposes of receiving proposals whose contents are uniformly presented and to facilitate their comparative review, the preferred content and presentation of the Proposal to be submitted, as well as the format/sequencing of their presentation should follow the structure described in Sections 4-10 of the RFP document.

L. CRITERIA FOR SELECTING THE MOST RESPONSIVE OFFER

Combined Scoring method – where the qualifications and methodology will be weighted a maximum of 70%, and combined with the price offer which will be weighted a maximum of 30%.

Regarding technical scoring, please refer to Datasheet 32.

M. ANNEXES

ANNEX 1 – Indicative work plan

The below table provides the recommended timeline for the main activities. Bidders are strongly recommended to provide detailed activities and arguments in case of change.

Nr	Main tasks	2022									
		MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1	Inception	■									
2	OSSIS rollout to the AUs		■	■	■	■	■	■	■	■	
3	Closure and handover										■
4	Warranty and maintenance	■	■	■	■	■	■	■	■	■	■

ANNEX 2 – List of beneficiary LGUs and AUs

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
1	BELSH	Belsh	0	0
		Grekan	9.56	15
		Kajan	11	16
		Fierzë	8.38	13
		Rrasë	7.8	13
2	BULQIZE	Bulqizë	0	0
		Martanesh	20	29
		Fushë-Bulqizë	8.16	12
		Zerqan	17	31
		Shupenzë	21	27
		Gjoricë	22	31
		Ostren	35	50
		Trebisht	47	70
3	CERRIK	Cërrik	0	0
		Gostimë	5.46	9
		Mollas	15	23
		Shalës	6.16	13
		Klos	12	20
4	DELVINE	Delvinë	0	0
		Vergo	15	32
5	DEVOLL	Bilisht	0	0
		Qendër Bilisht	2.65	6
		Hoçisht	7.35	11
		Progër	11	16
		Miras	16	24
6	DIBER	Peshkopi	0	0
		Tomin	1.47	5
		Melan	5.6	10
		Kastriot	7.81	12
		Lurë	45	120
		Maqellarë	15	24
		Muhurr	11	17
		Luzni	7.97	18
		Selishtë	24	38
		Sllovë	22	32
		Kala e Dodës	32	48
		Zall-Dardhë	32	82
		Zall-Reç	44	117
		Fushë Çidhën	14	27

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Arras	13	30
7	DIVJAKE	Divjakë	0	0
		Tërbuf	17	23
		Grabjan	14	22
		Gradishtë	18	28
		Remas	14	21
8	DROPULL	Dropull i Poshtëm	0	0
		Dropull i Sipërm	17	19
		Pogon	27	41
9	DURRES	Durrës	0	0
		Sukth	13	18
		Ishëm	44	59
		Katundi i ri	14	33
		Rrashbull	7	22
		Manëz	24	34
		Rajoni 1	0	0
		Rajoni 2	0	0
		Rajoni 3	0	0
		Rajoni 4	0	0
		Rajoni 5	0	0
		Rajoni 6	0	0
10	ELBASAN	Elbasan	0	0
		Labinot-Fushë	8.85	20
		Labinot-Mal	28	52
		Gjinar	24	42
		Shushicë	9.46	21
		Gjergjan	12	23
		Funar	19	34
		Shirgjan	9.15	18
		Tregan	12	23
		Gracen	20	39
		Bradashesh	5.84	14
		Zavalinë	36	66
		Papër	14	21
11	FINIQ	Livadhja	18	25
		Dhivër	16	25
		Aliko	11	16
		Finiq	0	0
		Mesopotam	4.27	6
12	FUSHE-ARREZ	Fushë-Arrëz	0	0
		Fierzë	67	81

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Blerim	31	39
		Qafë-Mali	7.6	10
		Iballë	33	53
13	GJIROKASTER	Gjirokastër	0	0
		Cepo	18	27
		Lazarat	6.7	17
		Picar	17	25
		Lunxhëri	6.63	13
		Odrie	24	33
		Antigonë	7.83	15
14	GRAMSH	Gramsh	0	0
		Pishaj	1.97	4
		Kodovjat	13	19
		Kukur	30	46
		Kushovë	12	25
		Lenie	31	48
		Poroçan	33	66
		Skënderbegas	15	25
		Sult	20	32
		Tunjë	13	21
15	HAS	Krumë	0	0
		Fajza	9.76	15
		Gjinaj	29	37
		Golaj	9	15
16	HIMARE	Himarë	0	0
		Lukovë	32	46
		Horë - Vranisht	53	83
17	KAVAJE	Kavajë	0	0
		Synej	1.82	6
		Luz i Vogël	9.75	16
		Golem	7.41	14
		Helmas	5.57	10
18	KELCYRE	Këlcyrë	0	0
		Ballaban	15	19
		Sukë	8.8	11
		Dishnicë	4.72	7
19	KOLONJE	Ersekë	0	0
		Qendër Ersekë	5.43	8
		Leskovik	44	63
		Qënder Leskovik	32	47
		Novoselë	1.6	3

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Barmash	13	19
		Mollas	12	16
		Çlirim	27	39
20	KONISPOL	Konispol	0	0
		Xarrë	15	24
		Markat	21	32
21	KORCE	Korçë	0	0
		Qëndër Bulgarec	5.94	12
		Voskop	9.63	19
		Voskopojë	20	35
		Lekas	40	77
		Vithkuq	27	42
		Mollaj	8.1	15
		Drenovë	5.5	13
22	KRUJE	Krujë	0	0
		Fushë - Krujë	12	23
		Bubq	16	25
		Nikël	23	40
		Thumanë	22	32
		Cudhi	11	17
23	KUCOVE	Kucove	0	0
		Kozare	18	15
		Perondi	3	7
		Lumas	18	37
24	KUKES	Kukës	0	0
		Malzi	4.63	3
		Bicaj	10	14
		Ujmisht	22	41
		Tërthore	13	14
		Shtiqën	5.58	10
		Zapod	21	53
		Shishtavec	29	72
		Topojan	20	46
		Bushtricë	32	47
		Gryk-Çajë	37	9
		Kalis	53	120
		Surroj	5	4
		Arrën	29	20
		Kolsh	4.63	3
25	KURBIN	Laç	0	0
		Mamurras	8.1	15

63

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Milot	6.36	12
		Fushë-Kuqe	8.3	11
26	LIBOHOVE	Libohovë	0	0
		Qëndër Libohovë	8.15	13
		Zagorie	31	50
27	LIBRAZHD	Librazhd	0	0
		Qendër Librazhd	3.29	9
		Hotolisht	12	19
		Lunik	20	36
		Stëblevë	36	59
		Polis	16	25
		Orenjë	28	46
28	LUSHNJE	Lushnjë	0	0
		Allkaj	15	23
		Bubullimë	18	26
		Hysgjokaj	18	43
		Golem	9	15
		Dushk	13	17
		Karbunarë	14	22
		Ballagat	20	36
		Fier Shegan	17	23
		Kolonjë	17	23
		Krutje	22	36
29	MALESIA E MADHE	Koplik	0	0
		Gruemirë	11	15
		Kastrat	21	62
		Kelmend	45	83
		Qendër	3	5
		Shkrel	14	21
30	MALIQ	Maliq	0	0
		Libonik	1.25	3
		Gorë	17	27
		Moglicë	35	50
		Vreshtas	14	23
		Pirg	15	23
		Pojan	15	20
31	MALLAKASTER	Ballsh	0	0
		Qëndër Dukas	22	30
		Greshicë	15	24
		Aranitas	8	11
		Hekal	11	15

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Ngraçan	17	27
		Kutë	34	53
		Fratar	19	30
		Selitë	25	35
32	MEMALIAJ	Memaliaj	0	0
		Memaliaj Fshat	1.81	4
		Luftinjë	18	29
		Buz	22	37
		Krahës	17	32
		Qesarat	11	22
33	MIRDITE	Rrëshen	0	0
		Rubik	11	14
		Selitë	36	45
		Kthellë	30	57
		Fan	33	23
		Orosh	24	22
		Kaçinar	24	37
34	KAMEZ	Kamez	0	0
		Paskuqan	5	12
		Lagjia Bathore	1.3	4
		Lagjia 1	0	0
		Lagjia 2	0	0
35	PATOS	Patos	0	0
		Zharëz	12	20
		Ruzhdie	13	24
36	PEQIN	Peqin	0	0
		Pajovë	8.17	11
		Karinë	6.2	9
		Përparim	5.96	7
		Gjocaj	4.94	8
		Shezë	8.8	19
37	PERMET	Përmet	0	0
		Çarçovë	28	38
		Frashër	39	59
		Petran	8.1	11
		Qendër Piskovë	11	14
38	POGRADEC	Pogradec	0	0
		Udenisht	7.52	12
		Buçimas	3	8
		Çërrave	11	18
		Dardhas	13	21

65

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Trebinjë	27	58
		Proptisht	42	69
		Velçan	41	117
39	POLICAN	Poliçan	0	0
		Tërpan	20	34
		Vërtop	8	10
40	PRRENJAS	Prrenjas	0	0
		Qukës	16	34
		Rrajcë	4.83	8
		Stravaj	22	82
41	PUKE	Pukë	0	0
		Gjegjan	32	42
		Rrapë	11	14
		Qelëz	13	20
		Qerret	7.44	11
42	PUSTEC	Pustec	0	0
43	ROSKOVEC	Roskovec	0	0
		Kuman	3	6
		Kurjan	9	19
		Strum	5	10
44	RROGOZHINE	Rrogozhinë	0	0
		Kryevidh	16	28
		Sinaballaj	4.37	7
		Lekaj	9.03	13
		Gosë	5.61	9
45	SELENICE	Selenicë	0	0
		Armen	7.31	11
		Vllahinë	14	21
		Kotë	26	34
		Sevaster	29	47
		Brataj	43	61
46	SHIJAK	Shijak	0	0
		Maminas	18	11
		Xhafzotaj	5	8
		Gjepalaj	3	9
47	SKRAPAR	Corovode	0	0
		Qëndër Skrapar	5	7
		Bogovë	17	24
		Vëndreshë	17	27
		Çepan	35	57
		Potom	33	53

Nr	MUNICIPALITY	Administrative Unit	Distance (km)	Distance (minutes)
		Leshnje	23	55
		Gjerbës	27	44
		Zhepë	38	64
48	TEPELENE	Tepelenë	0	0
		Qendër Tepelenë	4	7
		Lopës	27	38
		Kurvelesh	27	44
49	TIRANE	Tiranë	0	0
		Petrelë	16	32
		Farkë	6.83	20
		Dajt	7.1	28
		Zall-Bastar	19	66
		Bërzhitë	17	31
		Krrabë	27	54
		Baldushk	20	38
		Shëngjergj	41	81
		Vaqarr	8.16	30
		Kashar	12	32
		Pezë	19	45
		Ndroq	18	43
		Zall-Herr	9.97	38
		NJA 2	0	0
		NJA 8	0	0
		NJA 10	0	0
50	TROPOJE	Bajram Curri	0	0
		Fierzë	19	27
		Lekbibaj	27	43
		Margegaj	1.87	4
		Llugaj	7.51	15
		Bujan	4.84	10
		Bytyç	27	41
		Tropojë	13	16
51	VLORE	Vlorë	0	0
		Orikum	19	37
		Qendër Vlorë	3.36	9
		Novoselë	15	9
		Shushicë	8.81	20
52	VORE	Vorë	0	0
		Prezë	6.54	10
		Bërxullë	5.69	8

ANNEX 3 – List of current OSS provided services (for most municipalities)

The below table is showing indicative services configured in each municipality[9], except Tirana municipality, which services are shown in Annex 4.

Nr	Service Category	List	Service Name
I	Management and arrangement of pre-university educational institutions	1	Application for scholarship
		2	Scholarship certificate
II	Agriculture, rural development, public forests and pastures, nature, and biodiversity	3	Request for leasing of pastures and public meadows for grazing and grass mowing
		4	Request for exploitation or making use of forest and pasture area for economic activity
		5	Certification for exercise of agricultural and farming activity
		6	Certificate for agricultural land category
		7	Certificate for land ownership / use
		8	Certification for possession of land for subsidy
		9	Confirmation that the resident is in possession of agricultural land under Law no. 7501
		10	Certification for fact Member of the former agricultural cooperative until 01.08.1991
		11	Request for confirmation of border-line between private and public property
		12	Request to be equipped with the Ownership Act (AMTP)
III	Human Resources	13	Procedure for obtaining an authorization for representation for retirement or economic assistance
		14	Job Application
		15	Request for residence certificate
IV	Legal/Assets	16	Sheltering Request
		17	Request for lease of municipal assets
V	Public Space / Environment	18	Request for permit to use public space
		19	Request for playgrounds placement in public space
		20	Request for non-stop fuel sales permit
		21	Request for advertising placement permit
		22	Request for ambulant sales permit
VI		23	Complaint

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[9] *The shown services are the one already configured on OSSIS, nevertheless during the implementation there may be request for new services or request for change of the existing ones.*

Nr	Service Category	List	Service Name
	General Requests/Complain	24	General request
		25	Request for information
VII	Planning, management, development and control of the territory	26	Procedure for notice of small works
		27	Request to be equipped with general information on area development indicators
		28	Request to be equipped with fragment of the existing state map
VIII	Protocol/Archive	29	Request for a copy of archived document validated with the original one
IX	Social Services	30	Confirmation for receipt of payment for paraplegia and tetraplegia
		31	Application for admission of disabled category to residential care institutions
		32	Confirmation for receipt of supplementary payment for disability
		33	Confirmation for the economic aid receipt
		34	Application for admission of children to residential care institutions
		35	Application for admission of elderly persons to residential institutions
		36	Confirmation for receipt of payment for custody
		37	Confirmation for the receipt of economic aid for disabled category
		38	Request for legal opinion on legal custody
		39	Confirmation for receipt of payment for blindness disability
X	Local taxes and other financial activities	40	Review or correction of local taxes
		41	Application for registration of economic operators at the local tariffs' office
		42	Request for Maternity Bonus
		43	Certification that a resident does not exercises private economic activity
		44	Request for Family Tax Reduction
		45	Certification of paid local taxes and obligations
		46	Tender Certificate
XI	Local public transport	47	License for transport of goods to third parties and leasing within the country

Nr	Service Category	List	Service Name
		48	Certificate for conducting regular specialized services for passenger transport within the country
		49	Renewal License for transport of goods to third parties and leasing within the country
		50	Renewal License for international passenger transport Agency
		51	Renewal Certificate for transport of goods to third parties and leasing within the country
		52	Renewal License for conducting regular specialized services for passenger transport within the country
		53	Certificate to conduct regular suburban transport services for passengers within the country
		54	Renewal License for taxi transport of passengers
		55	Renewal Certificate issued for the operation of passenger transport on own account within the country
		56	Renewal Certificate to conduct regular urban transport services for passengers within the country
		57	License to conduct regular urban transport services for passengers within the country
		58	Certificate for cargo transport within the country on own account
		59	Renewal License to conduct regular suburban transport services for passengers within the country
		60	Renewal Certificate for conducting regular specialized services for passenger transport within the country
		61	License to conduct regular suburban transport services for passengers within the country
		62	Renewal License for passenger transport Agency and taxi service within the country
		63	Certificate for conducting shuttle services (roundtrip) for passenger transport within the country
		64	Authorization for circulation
		65	Request for reserved parking permit
		66	Certificate for transport of goods to third parties and leasing within the country
		67	Certificate issued for the operation of passenger's transport on own account within the country
		68	Renewal License for conducting shuttle services (roundtrip) for passenger transport within the country

Nr	Service Category	List	Service Name
		69	Renewal Certificate for cargo transport within the country on own account
		70	License for international passenger transport Agency
		71	License for conducting shuttle services (roundtrip) for passenger transport within the country
		72	License for passenger transport Agency and taxi service within the country
		73	Renewal License to conduct regular urban transport services for passengers within the country
		74	License for conducting regular specialized services for passenger transport within the country
		75	Renewal Certificate for conducting shuttle services (roundtrip) for passenger transport within the country
		76	Certificate to conduct regular urban transport services for passengers within the country
		77	License for taxi transport of passengers

ANNEX 4 – List of current OSS provided services for Tirana Municipality

Nr	Service Category	List	Service Name
I	Management and arrangement pre-university educational institution	1	Request for registration certificate in nursery /kindergarten
		2	Scholarship certificate
II	Co-Ownership	3	Procedure for registration of the presidency in the register of co-ownership
		4	Procedure for the decision of the meeting of the assembly of co-owners
		5	Registration in the book of administrators
		6	Application to benefit from the community fund program
III	Agriculture, rural development, public forests and pastures, nature, and biodiversity	7	Request for leasing of pastures and public meadows for grazing and grass mowing
		8	Request for exploitation or making use of forest and pasture area for economic activity
		9	Certificate for engaging in agricultural or livestock activities
		10	Certificate for agricultural land category
		11	Certificate for land ownership / use
		12	Certification for possession of land for subsidy
		13	Confirmation that the resident is in possession of agricultural land under Law no. 7501
		14	Certification for fact Member of the former agricultural cooperative until 01 August 1991
		15	Procedure for confirmation of restriction of private property with state property
		16	Request to be equipped with the act of ownership acquisition of the land (AMTP)
IV	Human Resources	17	Procedure for obtaining an authorization for representation for retirement or economic assistance
		18	Work certification
		19	Job application
		20	Equipment with age certification for years of work
		21	Request for residence certificate
V	Legal Assets	22	Sheltering Request
		23	Request for lease of municipal assets
VI	Finance	24	Salary Certificate
		25	Salary certificate attestation for foreign countries
VII	Civil State	26	Equipment with Family Tree Certificates from 1923 - 1930, 1930 - 1945, 1945 - 1950, 1950 - 1974 (in Albanian)
		27	Equipment with birth certificate for the years 1929 up to one year before the current year (in Albanian)
		28	Photocopying equipment identical to the original from the civil status
		29	Birth certificate for abroad for the years 1929 up to one year before the current year (in 6 languages)
		30	Birth certificate for abroad for the years 1929 up to one year before the current year (in Albanian)

Nr	Service Category	List	Service Name
		31	Equipment with marriage certificate for overseas for the years 1929 up to one year before the current year (in 6 languages)
		32	Death certificate equipment for years up to one year before the current year (in Albanian)
		33	Certificate from the archives of the Civil State
VIII	Environment	34	Request for permission to use public space
		35	Permission to hold entertainment, cultural and political activities
		36	Request for advertising placement permission
		37	Permission to hold a fair
		38	Permission to hold activities in public space, markets
		39	Request for a non-stop - fuel sales
		40	Request for advertising placement permission
		41	Request for ambulant sales permission
IX	Fuel	42	License for selling fuel, oil for movable property, and lubricating oils
		43	License for gas stations for consumers
X	General Requests /Complains	44	Complaint
		45	General Request
		46	Request for Information
XI	Culture	47	Benefit financial support for artistic-cultural-sports project
		48	Request for naming of parts of public territory
XII	Planning, management, development and control of the territory	49	Procedure for notice of small works
		50	Information over the development of the property according to PPV or PDV
		51	Request to be equipped with general information on area development indicators
		52	Request for reconfirmation for change of destination
		53	Request for change plan Destination
		54	Request to be equipped with fragment of the existing state map
XIV	Property	55	Request for lease of municipal assets under 200 m2
XV	Protocol /Archive	56	Request for a copy of archived document validated with the original one
XVI	Social services	57	Application for admission of persons with disabilities to residential institutions
		58	Confirmation for receipt of payment for paraplegia and tetraplegia
		59	Application for scholarship within the country
		60	Confirmation for receipt of supplementary payment for disability
		61	Application for electricity compensation benefit of the category of paraplegics, tetraplegics and blind
		62	Confirmation for the economic aid receipt
		63	Application for admission of children to residential care institutions
		64	Application for admission of elderly persons to residential institutions

Nr	Service Category	List	Service Name
		65	Confirmation for receipt of payment for custody
		66	Confirmation for receipt of supplementary payment for disability
		67	Confirmation for legal opinion on legal custody
		68	Confirmation for receipt of payment for blindness disability
XVII	Local taxes and other financial activities	69	Review or correction of local taxes
		70	Application for registration of economic operators at the local tariff's office
		71	Request for maternity allowance
		72	Certification that a resident does no exercises private economic activity
		73	Request for Family Tax Reduction
		74	Certification of repaid local taxes and obligations
		75	Tender Certificate
XVIII	Agricultural Land	76	Certificate for land ownership / use
	Local Public Transport	77	License for transport of goods to third parties and leasing within the country
		78	License for conducting regular specialized services for passenger's transport within the country
		79	Renovation Certificate to conduct regular urban transport services for passengers within the country
		80	Renovation License for transport of goods to third parties and leasing within the country
		81	Renovation License for international passenger's transport agency
		82	Renovation Certificate for transport of goods to third parties and leasing within the country
		83	Renovation License to conduct regular urban transport services for passengers within the country
		84	Certificate to conduct regular suburban transport services for passengers within the country
		85	Renovation License for taxi transport of passengers
		86	Renovation Certificate issued for the operation of passenger's transport on own account within the country
		87	Renovation Certificate to conduct regular urban transport services for passengers within the country
		88	License to conduct regular urban transport services for passengers within the country
		89	Certificate for cargo transport within the country on own account
		90	Renovation Certificate to conduct regular suburban transport services for passengers within the country
		91	Renovation Certificate for conducting regular specialized services for passenger's transport within the country
		92	License to conduct regular suburban transport services for passengers within the country
		93	Renovation License for passenger's transport Agency and taxi service within the country
		94	Certificate for conducting shuttle services (roundtrip) for passenger's transport within the country

Nr	Service Category	List	Service Name
		95	Authorization for circulation
		96	Request for reserved parking permission
		97	Certificate for transport of goods to third parties and leasing within the country
		98	Certificate issued for the operation of passenger's transport on own account within the country
		99	Renovation Certificate for conducting shuttle services (roundtrip) for passenger's transport within the country
		100	Renovation Certificate for cargo transport within the country on own account
		101	License for international passenger's transport agency
		102	Renovation Certificate for conducting shuttle services (roundtrip) for passenger's transport within the country
		103	Renovation Certificate for cargo transport within the country on own account
		104	License for conducting shuttle services (roundtrip) for passenger's transport within the country
		105	License for passenger's transport Agency and taxi service within the country
		106	Renovation License to conduct regular urban transport services for passengers within the country
		107	License to conduct regular urban transport services for passengers within the country
XIX		108	Renovation Certificate for conducting shuttle services (roundtrip) for passenger's transport within the country
XX	Civil Emergency	109	Benefit of economic assistance in case of natural disasters

SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

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

Technical Proposal Envelope:

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

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

▪ Form F: Financial Proposal Submission Form	☒
▪ Form G: Financial Proposal Form	☒

FORM A: TECHNICAL PROPOSAL SUBMISSION FORM

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

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

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

a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;

b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;

c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;

d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);

e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;

f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we *embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.*

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

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

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

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

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

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

FORM B: BIDDER INFORMATION FORM

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	☐ Yes ☐ No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	☐ Yes ☐ No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (*If yes, provide a Copy of the valid Certificate*):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (*If yes, provide a Copy of the valid Certificate*):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (*If yes, provide a Copy*)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney

FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

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

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

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

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

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

☐ Letter of intent to form a joint venture   **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:	[Insert RFP Reference Number]		

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 3 years.

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

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

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

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

Financial Standing

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

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

☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:
  a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
  b) Historic financial statements must be audited by a certified public accountant;
  c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

FORM E: FORMAT OF TECHNICAL PROPOSAL

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

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

SECTION 1: Bidder's qualification, capacity and expertise

1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.

1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).

1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.

1.4 Quality assurance procedures and risk mitigation measures.

1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

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

2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.

2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.

2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.

2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.

2.5 Implementation plan including a Gantt chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.

2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

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

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered

beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

3.1   Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.

3.2   Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

NAME PERSONNEL	[INSERT]
POSITION FOR THIS ASSIGNMENT	[INSERT]
NATIONALITY	[INSERT]
LANGUAGE PROFICIENCY	[INSERT]
EDUCATION/ QUALIFICATIONS	[SUMMARIZE COLLEGE/UNIVERSITY AND OTHER SPECIALIZED EDUCATION OF PERSONNEL MEMBER, GIVING NAMES OF SCHOOLS, DATES ATTENDED, AND DEGREES/QUALIFICATIONS OBTAINED.]

	[INSERT]
PROFESSIONAL CERTIFICATIONS	*[PROVIDE DETAILS OF PROFESSIONAL CERTIFICATIONS RELEVANT TO THE SCOPE OF SERVICES]*
	• NAME OF INSTITUTION: **[INSERT]** • DATE OF CERTIFICATION: **[INSERT]**
EMPLOYMENT RECORD/ EXPERIENCE	*[LIST ALL POSITIONS HELD BY PERSONNEL (STARTING WITH PRESENT POSITION, LIST IN REVERSE ORDER), GIVING DATES, NAMES OF EMPLOYING ORGANIZATION, TITLE OF POSITION HELD AND LOCATION OF EMPLOYMENT. FOR EXPERIENCE IN LAST FIVE YEARS, DETAIL THE TYPE OF ACTIVITIES PERFORMED, DEGREE OF RESPONSIBILITIES, LOCATION OF ASSIGNMENTS AND ANY OTHER INFORMATION OR PROFESSIONAL EXPERIENCE CONSIDERED PERTINENT FOR THIS ASSIGNMENT.]*
	[INSERT]

REFERENCES

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

REFERENCE 1:

[INSERT]

REFERENCE 2:

[INSERT]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my

qualifications, my experiences, and other relevant information about myself.

Signature of Personnel	Date (Day/Month/Year)

FORM F: FINANCIAL PROPOSAL SUBMISSION FORM

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

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

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

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

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

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

FORM G: FINANCIAL PROPOSAL FORM

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

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

Currency of the proposal: [Insert Currency]

Table 1: Summary of Overall Prices

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

Table 2: Breakdown of Professional Fees

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

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			

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Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
		Subtotal Other Costs:		

Table 4: Breakdown of Price per Deliverable/Activity

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