*United Nations Development Programme*

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**REQUEST FOR PROPOSAL**

**DESIGN OF E-SERVICES PORTALS FOR CANTON SARAJEVO AND THE MUNICIPALITY OF CENTAR SARAJEVO**

RFP No.: 011-22

Project: Digital Transformation in the Public Sector in Bosnia and Herzegovina

Country: Bosnia and Herzegovina

Issued on: 26 April 2022

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# Section 1. Letter of Invitation

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

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

Section 1: This Letter of Invitation

Section 2: Instruction to Bidders

Section 3: Bid Data Sheet (BDS)

Section 4: Evaluation Criteria

Section 5: Terms of Reference

Section 6: Returnable Bidding Forms

* 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 F: Financial Proposal Submission Form
* 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 through the UNDP ATLAS E-Tendering system, which can be accessed at <https://etendering.partneragencies.org>.

**Insert BU Code: BIH10**

**Event ID: 0000012247**

Please acknowledge receipt of this RFP by sending an email to registry.ba@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.

Sincerely,

UNDP BiH

# Section 2. Instruction to Bidders

|  |  |
| --- | --- |
| GENERAL PROVISIONS | |
| Introduction | * 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>.   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.   3. As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website ([www.ungm.org](http://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. |
| Fraud & Corruption,  Gifts and Hospitality | * 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. 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.   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;   4. (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.   5. All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <http://www.un.org/depts/ptd/pdf/conduct_english.pdf>. |
| Eligibility | * 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.   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. |
| Conflict of Interests | * 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:   2. 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;   3. Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or   4. Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.   5. 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.   6. Similarly, the Bidders must disclose in their proposal their knowledge of the following:   7. 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   8. 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.   * 1. 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. |
| PREPARATION OF PROPOSALS | |
| General Considerations | * 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.   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. |
| Cost of Preparation of Proposal | * 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. |
| Language | * 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. |
| Documents Comprising the Proposal | * 1. The Proposal shall comprise of the following documents:   2. Documents Establishing the Eligibility and Qualifications of the Bidder;   3. Technical Proposal;   4. Financial Proposal;   5. Any attachments and/or appendices to the Proposal. |
| Documents Establishing the Eligibility and Qualifications of the Bidder | * 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. |
| Technical Proposal Format and Content | * 1. The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.   2. The Technical Proposal shall not include any price or financial information. **A Technical Proposal containing material financial information may be declared non-responsive**.   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.   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. |
| Financial Proposals | * 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.   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.   3. Prices and other financial information must not be disclosed in any other place except in the financial proposal. |
| Proposal Security | * 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.   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.   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.   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.   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:      1. If the Bidder withdraws itsoffer during the period of the Proposal Validity specified in the BDS, or;      2. In the event that the successful Bidder fails:      3. to sign the Contract after UNDP has issued an award; or   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. |
| Currencies | * 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:  1. 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 2. 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. |
| Joint Venture, Consortium or Association | * 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.   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.   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.   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.   5. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:  1. Those that were undertaken together by the JV, Consortium or Association; and 2. Those that were undertaken by the individual entities of the JV, Consortium or Association.    1. 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.    2. 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. |
| Only One Proposal | * 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.   2. Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:   3. they have at least one controlling partner, director or shareholder in common; or   4. any one of them receive or have received any direct or indirect subsidy from the other/s; or   5. they have the same legal representative for purposes of this RFP; or   6. 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;   7. 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   8. 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. |
| Proposal Validity Period | * 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.   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. |
| Extension of Proposal Validity Period | * 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.   2. If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.   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. |
| Clarification of Proposal | * 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.   2. UNDP will provide the responses to clarifications through the method specified in the BDS.   3. UNDP shall endeavour 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. |
| Amendment of Proposals | * 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.   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. |
| Alternative Proposals | * 1. Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.   2. If multiple/alternative proposals are being submitted, they must be clearly marked as “Main Proposal” and “Alternative Proposal” |
| Pre-Bid Conference | * 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. |
| SUBMISSION AND OPENING OF PROPOSALS | |
| Submission | * 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.   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.   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**  **Email Submission**  **eTendering submission** | * 1. Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:   2. 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.   3. 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;   1. 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.   * 1. Email submission, if allowed or specified in the BDS, shall be governed as follows:  1. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 2. 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. 3. 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.    1. Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows: 4. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 5. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 6. 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. 7. 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. 8. 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/>. |
| Deadline for Submission of Proposals and Late Proposals | * 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.   2. UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals. |
| Withdrawal, Substitution, and Modification of Proposals | * 1. A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.   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”.   3. eTendering: A Bidder may withdraw, substitute or modify its Proposal by Cancelling, 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.   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. |
| Proposal Opening | * 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. |
| EVALUATION OF PROPOSALS | |
| Confidentiality | * 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.   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. |
| Evaluation of Proposals | * 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 based on the submitted Technical and Financial Proposals.   2. Evaluation of proposals is made of the following steps:   3. Preliminary Examination   4. Minimum Eligibility and Qualification (if pre-qualification is not done)   5. Evaluation of Technical Proposals   6. Evaluation of Financial Proposals |
| Preliminary Examination | * 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. |
| Evaluation of Eligibility and Qualification | * 1. Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).   2. In general terms, vendors that meet the following criteria may be considered qualified:   3. 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;   4. They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments;   5. 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;   6. They are able to comply fully with UNDP General Terms and Conditions of Contract;   7. They do not have a consistent history of court/arbitral award decisions against the Bidder; and   8. They have a record of timely and satisfactory performance with their clients. |
| Evaluation of Technical and Financial Proposals | * 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.   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.   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.   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%) |
| Due Diligence | * 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:      1. Verification of accuracy, correctness and authenticity of information provided by the Bidder;      2. Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;      3. 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;      4. Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;      5. Physical inspection of the Bidder’s offices, branches or other places where business transpires, with or without notice to the Bidder;      6. Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract. |
| Clarification of Proposals | * 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.   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.   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. |
| Responsiveness of Proposal | * 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.   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. |
| Nonconformities, Reparable Errors and Omissions | * 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.   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.   3. For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:  1. 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; 2. 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 3. 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.    1. If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected. |
| AWARD OF CONTRACT | |
| Right to Accept, Reject, Any or All Proposals | * 1. UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP’s action. UNDP shall not be obliged to award the contract to the lowest priced offer. |
| Award Criteria | * 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. |
| Debriefing | * 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. |
| Right to Vary Requirements at the Time of Award | * 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. |
| Contract Signature | * 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. |
| Contract Type and General Terms and Conditions | * 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>. |
| Performance Security | * 1. 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at:   <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective. |
| Bank Guarantee for Advanced Payment | * 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:   2. <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default>. |
| Liquidated Damages | * 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. |
| Payment Provisions | * 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. |
| Vendor Protest | * 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>. |
| Other Provisions | * 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.   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.   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 (BDS)

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 | Not Required |
| 5 | 10 | | Proposal Validity Period | 90 days |
| 6 | 14 | | Bid Security | Not Required |
| 7 | 41 | | Advanced Payment upon signing of contract | Not Allowed |
| 8 | 42 | | Liquidated Damages | Will not be imposed |
| 9 | 40 | | Performance Security | Not Required |
| 10 | 18 | | Currency of Proposal | Local currency BAM |
| 11 | 31 | | Deadline for submitting requests for clarifications/ questions | 3 days before the submission deadline |
| 12 | 31 | | Contact Details for submitting clarifications / questions | Only at: [registry.ba@undp.org](mailto:registry.ba@undp.org)  Ref. RFP-011-22 |
| 13 | 18, 19 and 21 | | Manner of Disseminating Supplemental Information to the RFP and responses / clarifications to queries | Direct communication to prospective Bidders by email and posting on the website UNDP  **Uploading in the E-tendering system. Once uploaded,**  **Prospective bidder (i.e. bidder that have accepted the bid**  **Invitation in the system) will be notified via email that changes have occurred. It is the responsibility of the bidder to view the respective changes and clarifications in the system** |
| 14 | 23 | | Deadline for Submission | **01 June 2022 15:00 CET**  Note that system time zone is in EST/EDT (New York) time zone.  Try to submit your proposal a day prior or well before the closing time.  Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist. |
| 14 | | 22 | Allowable Manner of Submitting Proposals | x e-Tendering  Detailed instructions on how to register, submit, modify or cancel a bid in the e-Tendering system are provided in Bidder User Guide and Video available on link:  <http://www.ba.undp.org/content/bosnia_and_herzegovina/bs/home/presscenter/vijesti/2019/introductionofetendering.html>  <http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/presscenter/articles/2019/introductionofetendering.html> |
| 15 | | 22 | Proposal Submission Address | [**https://etendering.partneragencies.org**](https://etendering.partneragencies.org)  **Insert BU Code: BIH10**  **Event ID: 0000012247** |
| 16 | | 22 | eTendering requirement | * Format: PDF/word/excel 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: 50MB * If you are uploading a large number of files (ex. 15 or more), please zip the files into a ZIP folder and upload the folder instead of each file individually. You can upload several ZIP folders, but if you do this, please note that the total size of each ZIP folder uploaded cannot exceed 50MB. * **The Proposer is required to submit the Financial Proposal and Financial Proposal Submission Form in a password protected PDF file separate from the rest of the proposal submission. The password for financial proposal must not be provided until requested by UNDP BiH** |
| 18 | 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%.** |
| 19 |  | | Expected date for commencement of Contract | **16 June 2022** |
| 20 |  | | Maximum expected duration of contract | **9 months** |
| 21 | 35 | | UNDP will award the contract to: | One Proposer Only |
| 22 | 39 | | Type of Contract | Contract for Goods and Services on behalf of UN Entities  <https://www.undp.org/content/undp/en/home/procurement/business/how-we-buy/>. |
| 2 | 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>.  Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion. Non-acceptance of the GTC may be grounds for the rejection of the Proposal. |

# Section 4. Evaluation Criteria

**Preliminary Examination Criteria**

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

* Appropriate signatures;
* Power of Attorney;
* Minimum documents provided;
* Technical and Financial Proposals submitted separately;
* Bid Validity.

**Minimum Eligibility and Qualification Criteria**

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

If the Proposal is submitted as a Joint Venture/Consortium/Association, **each member should meet the minimum criteria**.

|  |  |  |
| --- | --- | --- |
| **Subject** | **Criteria** | **Document Submission requirement** |
| **ELIGIBILITY** | | |
| **Legal Status** | The vendor is a legally registered entity | Form B: Bidder Information Form |
| **Eligibility** | The 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]](#footnote-2)** | 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 5 years of relevant experience in the area of design and setting in function ICT solutions and e-government systems in the public sector.  *(For JV/Consortium/Association, the leader of the consortium should meet the requirement).* | Form D: Qualification Form |
| Minimum 3 contracts of similar nature and complexity implemented over the last 5 years.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
| **Financial Standing** | Minimum average turnover of USD 150,000 annually 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 |
| **Personnel** | The Bidder must have a proposed team of at least 7 key experts as per this ToR. . At least two (2) key experts proposed for the implementation of required tasks must be full-time employees of the Contractor (Consortium).  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form B: Bidder Information Form |

**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 | **550** |
| 3. | Management Structure and Key Personnel | **400** |
|  | **Total** | **1250** |

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| **Section 1. Bidder’s qualification, capacity and experience** | | **Max. points obtainable** |
| 1.1 | Reputation of Organization and Staff Credibility / Reliability / Industry Standing | **50** |
| 1.2 | General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted | **90** |
| 1.3 | Relevance of specialized knowledge and experience on similar engagements, specifically in public sector innovation, done in the country/region | **70** |
| 1.4 | Quality assurance procedures and risk mitigation measures  Breakdown of the maximum points obtainable:   - Quality assurance system/mechanism in place: 40 points.  - The bidder has valid ISO standardisation certificate for quality (9001) :10 points.  - The bidder has valid ISO standardisation certificate for security (27001) :10 points. | **60** |
| 1.5 | Organizational Commitment to Sustainability (mandatory weight)  - Organization is compliant with ISO 14001 or ISO 14064 or equivalent – max. 20 points  - Organization is a member of the UN Global Compact - max. 5 points  - Organization demonstrates significant commitment to sustainability through some other means - max. 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues | **30** |
| **Total Section 1** | | **300** |

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| **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? Are the different components of the project adequately weighted relative to one another? | **80** |
| 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, with focus on mechanisms to ensure sustainability of results | **50** |
| 2.4 | Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement | **70** |
| 2.5 | Assessment of the implementation plan proposed, including whether the activities are properly sequenced and if these are logical and realistic | **50** |
| 2.6 | Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract | **50** |
| **Total Section** **2** | | **400** |

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| **Section 3. Management Structure and Key Personnel** | | | **Points obtainable** |
| 3.1 | Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? |  | **100** |
| 3.2 | Qualifications of key personnel proposed  *The detailed description of the professional qualifications of the key personnel is provided in section j of the ToR*. |  | **300** |
| 3.2 a | **Key Expert 1: Team Leader/Senior solution architect** |  | *40* |
| - General Experience | *10* |
| - Specific Experience relevant to the assignment:   * Experience in leading processes/projects providing technical assistance and capacity development to public sector stakeholders in segment of government digital transformation -10. * Experience in developing portals for citizens and/or businesses in the European Union countries, other European countries leading in e-governance - 10. * Experience in working with international organizations (UNDP, World Bank, EU, EBRD, etc.) -5. | *25* |
| - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| 3.2 b | **Key Expert 2: E-Services Business Analyst Expert** |  | *40* |
| - General Experience | *10* |
| - Specific Experience relevant to the assignment:   * Experience in segment of government digital transformation -10. * Experience in development of government user-centric transactional services/life events for citizens and/or businesses in European Union and/or Western Balkan countries -10. * Experience and knowledge of governance and public administration in the Western Balkans and Bosnia and Herzegovina-5. | *25* |
| - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| 3.2 c | **Key Expert 3: Senior Developer (2 posts)** |  | *50* |
| - General Experience | *10* |
| - Specific Experience relevant to the assignment   * Experience in the area of design of ICT solutions, e-services and e-systems in the public sector - 20. * Experience in development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries -15. | *35* |
| - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| 3.2 d | **Key Expert 4: Senior Developer** |  | *50* |
|  | - General Experience | *10* |
|  | - Specific Experience relevant to the assignment   * Experience in the area of design of ICT solutions, e-services and e-systems in the public sector - 20. * Experience in development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries -15. | *35* |
|  | - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| 3.2 e | **Key Expert 5: Database Administrator** |  | *40* |
| - General Experience | *10* |
| - Specific Experience relevant to the assignment   * Experience in database administration -15. * Experience in database development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries - 10. | *25* |
| - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| 3.2 f | **Key Expert 6: Visual identity and graphic design expert** |  | *40* |
| - General Experience | *10* |
| - Specific Experience relevant to the assignment   * Experience in segment of visual identity and graphic design - 15. * Experience in design of government e-portals in European Union and/or Western Balkan countries -10. | *25* |
| - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| 3.2 g | **Key Expert 7: Devops Engineer** |  | *40* |
| - General Experience | *10* |
| - Specific Experience relevant to the assignment:   * Experience as devops engineer in projects implemented in public sector – 15 * Experience as devops engineer in development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries - 10 | *25* |
| - Language Qualifications  Both fluency/proficiency in English and local languages | *5* |
| **Total Section 3** | | | **400** |

# Section 5. Terms of Reference

##### BACKGROUND INFORMATION AND RATIONALE

**Broader context**

We live in a digital world - a world in which data and digital technologies are transforming lives, economies and governments. **Effective digital public services and electronic doing-business in the public sector**, or e-government, can provide a wide variety of benefits. These include more efficiency and savings for governments and businesses, increased transparency, and greater participation of citizens in public life and decision-making. Citizens’ expectations, at the same time, increasingly demand governments to deliver digital services anytime, anywhere and on any device. So, in recognizing the transformative potential of information and communication technology to increase effectiveness and transparency, more and more countries are shifting towards digital governance and electronic service delivery.

**Digital transformation in Bosnia and Herzegovina: state of play**

***Governance structure***: The governance system of Bosnia and Herzegovina is highly complex. The country comprises two entities – the Federation of Bosnia and Herzegovina and Republika Srpska, with Brčko District as autonomous self-government, and 10 cantons within the Federation of Bosnia and Herzegovina. Policy design and delivery capabilities and systems are challenged by complex vertical and horizontal cross-governmental coordination, which often affects quality of public service delivery and the potential to lift the country’s growth potential. The speed of public administration reform is slow.

***E-governance*:** The level of technology utilisation and digitalisation in the public sector in Bosnia and Herzegovina is low, which affects the quality and accessibility of public service delivery and the overall accountability and transparency of government. However, with its relatively sound communication and Internet infrastructure, fast-growing ICT sector and high accessibility of citizens to Internet (75% of the population), Bosnia and Herzegovina is well positioned to capitalise on the opportunities offered by the digitalisation – both in the public sector, as well as in the private sector and society.

***Policy and regulatory environment to enable digital transformation in the public sector***: Elements of the policy framework are some of the priorities set within the Socio-Economic Reform in Bosnia and Herzegovina 2020-2022, [the Public Administration Reform Strategic Framework 2018 – 2022 and its Action Plans](https://parco.gov.ba/en/dokumenti/rju-dokumenti/), the emerging domestic strategic frameworks related to e-governance, the [Interoperability Framework of Bosnia and Herzegovina](http://vijeceministara.gov.ba/saopstenja/sjednice/saopstenja_sa_sjednica/default.aspx?id=28581&langTag=en-US) (adopted at all government levels but remaining largely underused, which hampers the interoperability of data and information systems across different government levels), the [Strategy for Development of Electronic Government 2019-2022](https://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/mnk/Documents/Strategija%20e%20uprave%20pdf.pdf) of Republika Srpska.

The existing legislation in this domain is fragmented and incomplete, not in line with the EU *Acquis Communautaire*. The Law on Electronic Signature of Bosnia and Herzegovina needs to be amended, as well as the entity laws, alongside with relevant cybersecurity and e-government regulations, to ensure interoperability and recognition among all accredited certification authorities in the country, thus enable the use of accredited and qualified e-signatures for all public services provided in Bosnia and Herzegovina.

***E-services***: Bosnia and Herzegovina does not have a fully transactional e-service provided and no electronic documents are issued by a public authority. Electronic submissions of documents are legitimate at all government levels, but largely underutilised, not inter-connected and technically challenged.

**Service background and rationale**

In late 2020, UNDP, in partnership with the UK Government / British Embassy in Bosnia and Herzegovina, launched the [**“Digital Transformation in the Public Sector” Project**](https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/presscenter/articles/2020/undp-and-british-embassy-launch-programme-to-boost-digital-trans.html)(2020-2024), which aims to support authorities in the country on their way towards modernisation and digital transformation in the public sector.

Within the Project, in 2020, UNDP worked closely with the Institute for Informatics and Statistics of Canton Sarajevo and supported the assessment of the current situation regarding the digital and data resources of cantonal institutions. Based on the assessment and the overall direction set by the European Union, UNDP supported the design of the [**Digital Governance 2.0 vison**](https://zis.ks.gov.ba/sites/zis.ks.gov.ba/files/4._vizija_digitalne_uprave_kantona_sarajevo.pdf)**.** This document serves as the conceptual framework for the digital transformation agenda in Canton Sarajevo and was formally adopted by the Government in April 2021. One of its key elements is the **single e-portal / digital platform of Canton Sarajevo**, representing the backbone of a scalable, consolidated, interconnected digital administration system, which provides real-time access to various data sets, enables data connection, analysis and visualization (including geospatial), and serves as a digital platform that offers provision of customer-oriented e-services to the citizens and the businesses.

In parallel, the **Municipality of Centar Sarajevo** has requested UNDP support in advancing the municipal e-government infrastructure and capabilities, including pilot implementation of a **fully-transactional e-service and e-services portal**, in line with the "Website and Online Service Improvement Plan 2020/2021”.

Against this background, UNDP is looking for a qualified service provider to support the design and implementation of a **portals for electronic service delivery for Canton Sarajevo and the Municipality of Centar Sarajevo**, as scalable blueprint e-service portals in the country.

**2. SPECIFIC OBJECTIVES AND SCOPE OF WORK**

The main objective of this assignment is to support the design and setting in function e-services portals for Canton Sarajevo and for the Municipality Centar Sarajevo, as single digital spaces that enable transactional and personalized digital public service delivery.

These public services portals (e-portals) should be modular, practical, user-friendly and adaptable. They should feature comprehensive catalogues of public services and have modular reusable building blocks such as: single sign on, payment gateway integration, e-invoice, e-delivery, citizens mailbox and similar that could be used by government service providers for easy delivery of digital governmental services. After the e-portals are operational, **one priority pilot e-public service** for each e-portal, Request for information for Canton Sarajevo and Obtaining excerpts from Registry books for the Municipality of Centar Sarajevo, will be implemented at transactional level to substantiate usability of developed modular infrastructure.

Specifically, the service provider is expected to offer quality technical support that results in the design and setting in function of public service portals for Canton Sarajevo and for the Municipality Centar Sarajevo through the following main tasks:

**Task 1: Design and setting in function of the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.**

**Task 2: Support the piloting of selected 2 priority public services at transactional level through the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.**

**Task 3: Ensure maintenance of the e-portals and piloted e-services and prepare lessons learnt and key recommendations for the successful future functioning and scaling up of the e-portals and e-services.**

**3. MAIN INSTITUTIONAL STAKEHOLDERS TO SUPPORT THE SERVICE DELIVERY**

In delivering the service, the service provider will collaborate and coordinate with the following institutional stakeholders:

**Stakeholders in Canton Sarajevo:**

* The Institute for Informatics and Statistics of Canton Sarajevo, having in mind its central horizontal coordination role in steering the Digital Governance 2.0 vision and facilitating overall coordination in the area of ICT systems and solutions among cantonal institutions.
* Other relevant ministries and institutions of Canton Sarajevo, in particular these directly responsible for provision of the selected pilot e-public service to be implemented through the e-portal.

**Stakeholders in the Municipality of Centar Sarajevo:**

* The Department for ICT and the Department for Economic Development will be the main focal points for this assignment.
* Other relevant departments, or the one-stop-shop centre of the Municipality of Centar Sarajevo.

**4. DETAILED DESCRIPTION OF THE SCOPE OF THE SERVICE**

This assignment envisages the following main tasks:

**Task 1: Design and setting in function of the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.**

After meetings and initial discussions with the main institutional partners and UNDP, as well as familiarisation with all relevant materials and documents, the service provider is expected to develop a detailed project management plan for the introduction, implementation and deployment of the e-portals and priority e-services, which will be regularly updated throughout the implementation of the assignment.

Further, the service provider is expected to develop a detailed blueprint concept for the e-portals, including short and strategic diagnosis of the current situation for each main stakeholder (Canton Sarajevo and the Municipality of Centar Sarajevo), together with an overview of the most relevant procedural and technical aspects. The concept should offer the design of the public service portals, including their modular building blocks for digital services, such as: single sign on, e-application and repository, attachments submissions, integration with commercial e-payment providers, integration with basic registries for selected priority services, electronic processing, status tracking and communications, delivery and e-delivery through citizens mailbox, etc., following the EIRA 3.0 reference architecture to achieve the following EIF principles: openness, transparency, user centricity, data mobility, inclusion and accessibility, security and privacy, and multilingualism. The concept should contain the following aspects, based on the relevant EU framework regulating digital signature, administrative procedure, office record keeping, archiving requirements, cybersecurity standards, personal data protection requirements.

The portal should be envisaged as a single access point for entering the secure space of the e-service. This means that the verification of digital identities will be initiated from the central service portal by directing it to the authentication portal, and users, after successful authentication, will be able to use the functionalities of the selected electronic service they access. Electronic services will be grouped on the central service portal by life topics, so that citizens or businesses can more easily find the information or electronic services they need at a given time. In doing so, the portal will support the publication and implementation of electronic services of all levels of maturity, from the simplest (one-way interaction) to the most complex which include the implementation of a complete electronic service that includes electronic transaction and payments. Through the central service portal, users will be able to submit electronic requests and monitor the status of their implementation in administrative proceedings before institutions.

Application

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Figure 1 - General e-Government access point architecture

The detailed concept should take into consideration that the e-portals will be used by the following types of users and main features, as described further below.

1. External users who may be:

* Anonymous user (citizens, tourists…);
* Registered user (with soft two-factor authentication method and with hard authentication method, such as digital certificate / mobile identity): citizens and businesses.

2. Inside users who have the following applications:

* Technical administrators (system administrators and system auditors);
* Content administrators (public service providers/content editors). Editors take care of the up-to-date content and the preparation of new ones. Editors differ in different roles, which are linked to various rights in the system, namely: editor-in-chief who takes care of editorial coordination and confirms the content before publishing; content editors who regulate the descriptions of services, provide content updating, answer the questions of portal users for the institutions/department whose field of work they cover.

The e-portals for public service delivery should be modular and have at least the following main functionalities/modules:

* Front-end
* Authentication module/single sign on
* Content management module (CMS)
* My Portal: Citizens’ mailbox and e-delivery
* E-invoice and e-payment integration
* Status monitoring and notifications
* Metrics and reporting module
* Administration and audit module
* A screenshot of a computer

  Description automatically generated with medium confidenceSearch, help, FAQ and feedback

Figure 2 – Generic workflow

The detailed blueprint concept for the e-portals should also explore the possibilities of sharing some of the modules between municipality and canton, in particular, authentication module/single sign with common users register, payment integration and common citizens’ mailbox. The multi-tenant software architecture is expected.

The concept for Canton Sarajevo and for the Municipality of Centar Sarajevo should also contain a proposal for the front-end conceptual outlook and structure, based on the understanding that each e-portal, respectively, should enable people-centred front-end organisation along the main types of public services offered at each level, supported by easy-to-understand and life-cycle-flow display of the public services. Thus, the e-portals concept, together with a harmonised visual and structural outlook, will serve as a blueprint for further scaling up at local and/or cantonal government levels in Bosnia and Herzegovina.

The sections below present additional technical details in relation to Task 1.

***Front end***

Both e-portals must be designed as visually-appealing, practical, easy to navigate through and user-friendly. The e-portals should have unified and consistent layout. It will be important to design the e-portals as blueprint solutions that are scalable (to other cantonal governments and all local governments in the country, or other higher government levels) and compatible / interoperable. The e-portals should feature a clear menu structure. The information provided should be well structured, grouped by themes and target groups. The e-portal content should be multilingual (languages of peoples of Bosnia and Herzegovina) and allow users to easily switch between the available languages. The e-portals should operate on various web browsers and on various devices (responsive web design). There should be a mechanism in place for updating the portal‘s content that features expiry dates or review dates. The portal should also feature statements, such as disclaimers, copyrights and privacy and security statements.

The e-portals’ visual outlook should have a clean and simple but engaging graphic design and visual identity. The style of the e-portals should be interactive, multimedia responsive, and in line with the up to date [web design trends](https://medium.com/nyc-design/top-11-web-design-trends-to-rule-in-2020-912e0a5bac8e), including:

* enjoyable user experience;
* minimalism;
* bold typography;
* 3D elements;
* user-triggered animation;
* multi-colored gradients.

A picture containing diagram

Description automatically generatedThe Contractor shall develop a standard visual/conceptual outlook of the e-services portals – for the Canton Sarajevo (and the scope of public services which will be provided there), as well as for the Municipality of Centar (and the scope of public services which will be provided there), having in mind the people-centred approach and the key events in a lifecycle. So that in the future, all cantons and local governments (both having similar, if not the same set of public services delivered) can use this conceptual outlook and keep up to the idea of a blueprint e-services portal.

The e-portals should be adapted to users with special needs (blind and visually-impaired users, deaf and speech-disabled users), following the relevant industry guidelines ([WCAG 2.0, Web Content Accessibility Guidelines](https://www.w3.org/TR/WCAG20/) and the [EU Directive on web accessibility](https://digital-strategy.ec.europa.eu/en/policies/web-accessibility), to make it accessible to people with disabilities. This might also include enhancements for people with visual and hearing deficiencies, such as audio CAPTCHA (Completely Automated Public Turing test to tell Computers and Humans Apart) and sign videos.

The publicly available content should contain general information on the public services (customised for each target partner – i.e. Canton Sarajevo and the Municipality of Centar Sarajevo), including a comprehensive catalogue of services. The catalogue of public services should be comprehensive and aligned with the EU common data model for describing public services - the [Core Public Service Vocabulary Application Profile (CPSV-AP)](https://ec.europa.eu/isa2/solutions/core-public-service-vocabulary-application-profile-cpsv-ap_en).

The existing register of administrative procedures, publicly available at respective web pages, in both, Canton Sarajevo and the Municipality of Centar Sarajevo should be migrated and updated to contain all data in accordance with the agreed template for service representation and verified with the relevant public service providers. UNDP will provide assistance with the content update. While the main administrator and e-portal manager will be the Institute for Informatics and Statistics of Canton Sarajevo in Canton Sarajevo and the Central IT unit in the Municipality of Centar Sarajevo, the content and service administration at the e-portal will be responsibility of the direct public service providers (e.g. relevant cantonal ministry or municipal department). This governance structure should be reflected in users roles and responsibilities.

The content administrators should have full access to specific content related to their roles to provide content updating, answer the questions of portal users for the institution/department whose field of work they cover, etc.

Canton Sarajevo e-portal should be linked and compatible with GIS Digital Platform of Canton Sarajevo (still in development and presenting shared geo data from various sources, like from the Institute for Development Planning, the Ministry of Physical Planning, Construction and Environmental Protection, the Cantonal Institute for protected natural areas, etc., in one place) and with e-citizen at <https://www.ecitizen.ba>.

***Pass and sign module***

The pass module, or the central authentication system, should be built to identify users of digital services. The single-sign-on functionality should allow accessing multiple electronic services without directly registering in public service providers’ IT systems. User identification should be possible with different identities. Users can thus identify themselves with electronic identities of different levels of trust, from the lowest level (usernames and passwords, Facebook profile, SMS or email for two factor authentication) to the highest levels (electronic identity on a secure medium, e.g. on a smart card) provided by various identity providers. The required level of trust should be determined by the provider of an electronic service that will be using this module for authentication purposes. The user should be able to manage his / her identity directly from the first login, password change, forgotten password, etc.

Opening a user account should be done simply by visiting the portal and entering the following basic information:

* name and surname (physical person);
* e-mail address;
* address;
* contact phone number/mobile;
* user name used for alphanumerical identification when registering to the system;
* security information: password (the system offers rules regarding the password entries in terms of number of characters and other), security question, answer to the security question;
* preferred way of receiving information about reminders and notifications (email, SMS);
* upload of ID or passport scan;
* captcha code for verification;
* signed a click wrap contract on the use of services.

The user who has eID or electronic signature may use those certificates, where the information from such certificate will be entered automatically in the system, except the information regarding the e-mail address, username, number of mobile phone and security data. Sign module or the government digital signature service, should be built to provide a secure and flexible mechanism for applying and verifying the validity of electronic signatures using all available tools (mobile signature, national identity card, USB tokens, and smart cards).

To support this, Register of Users and module for user management should be created and should be shared by Canton Sarajevo and municipality Centar Sarajevo.

After successful user identification, user authorization is followed. Authorization gives the rights of system users in applications. Thus, the roles in the system are determined by the user via the central authorization system, the Registry of Authorizations that should enable a more flexible and secure delegation of access for businesses and citizens in the context of administrative services delivery. The role is defined as a group of functionality and constraints in using the functionality of the system. Each user is required to have at least one or more roles deriving from the organizational profile, user segment, etc. The particular rights of the system users in applications should be determined by the provider of an electronic service.

***Content management module (CMS)***

The editors should have a CMS system that enables updates of the published content and the preparation of new ones. The CMS should be designed modularly and allow upgrades and replacement of components with any custom solution. To access the CMS, editors need to be grouped and assigned in the Central Security Scheme. Rights are determined at the level of applications.

The content management module should support:

* dynamic menu management
* managing e-Service descriptions in line with the template for the e-Service representation
* managing dynamic pages
* managing items such as: news, events, announcements, etc.
* editing content, including multimedia, photos, graphic elements
* processing of applications
* daily monitoring of submitted applications and the role of taking over applications from external systems
* control of the operation of the system or the search for errors in case of failure
* control of user profiles

***My e-portal***

The “My e-portal” space within the broader e-portal should contain information for the registered user and have at least the following elements: citizens mailbox for notifications and e-delivery, repository with all submitted electronic applications and received decisions, invoices, and documents, user profile settings. The communication with citizens should be regulated through the WEB user interface and through the internal system of electronic mail exchange - user inbox, which guarantees and enables all elements needed for electronic communication (ensured and secured delivery of information, following the time needed for taking various actions, etc.) and additional notifications should also be enabled to the private and registered user addresses and mobile phone number. For example, to confirm the receipt of the electronic document in the citizen mailbox, a mechanism of automatic confirmation should be implemented if the content of the electronic document is opened or if the document has been downloaded from a server. A receipt confirmation should be automatically generated with a text that confirms receipt of the document. All of these activities need to be logged (recorded) on the server.

***E-invoicing and payment module***

The payment module should allow paying online for various public services. To pay the service fee, the public service provider application should redirect the user to the commercial payment module and send the specification of the invoice (QR code). The user should be able to choose a payment method and then they will be redirected to an online payment provider (card transactions, online bank or mobile payment). Once the billing process is completed, the user should be redirected back to the public service provider application and depending on the performance of the payment process continue further the process. Payment module should enable payments of all fees and charges for services with credit cards or through private electronic banking, following the agreement with one or more local banks for processing transactions or by generating an e-invoice and paying separately through private electronic banking or physically at the bank.

In any case, the public service provider system needs to generate an invoice with a number that uniquely connects a particular service user and a public service to be paid, as well as all other data relevant for the public revenue bill. The payment slips should contain all the data necessary for paying public revenues (account number, recipient, type of income, budget organization, purpose of remittance, municipality code, amount, payee data, etc.). The advantage of the integrated payments is that the data related to the authorization code and the transaction number is immediately processed and archived in the public service provider backend system and the citizens portal, and notification about successful payments is sent instantly to all involved – the user and the public service provider. With separate payments, the user is obliged to upload the digital or scanned payment receipts from a bank.

Diagram

Description automatically generated

Figure 4 - Online payment gateway information flow

***Status monitoring and notifications***

The government notification service should offer a flexible means to notify users of public e-services about various transaction-related events using means preferred by the user (for example, e-mail, text message). Registered users should be notified through the system on anything important through given private mail and mobile phone. The email or text message will contain only the notification (the content will not be provided for security reasons) that there is a new message in the customer mailbox and then user needs to log into the portal to see the actual change.

***Metrics and reporting module***

Metrics, such as volume of transactions, number of visits, number of registered users, cost per service transaction, satisfaction rates, complaints or level of digital uptake should be available at the portal. It should also include these options:

* browsing, searching and sorting services by all metadata and display of all available metadata associated to digital format;
* indexing and full text search;
* storing and repeated use of search criteria;
* support for advanced analytical reporting and overviews;
* minimum reports should be for each service, with the possibility of combining and comparing with other services;
* detailed general reports and statistics for each service, broken down by institutions and time interval;
* exporting statistics and reports should be minimized in the following formats: XML, PDF, CSV, and Word;
* incorporating different types of graphs such as: Pie, Column, Line, Bar, Area, and Scatter.

***Administration and audit module***

Administration and audit module should include the following options:

* accessing and altering the global and specific settings of the portal and its modules;
* customizing the interface appearance and lay-out;
* creating and managing notification to users;
* performing backup and restore of the whole portal and all modules;
* administration of the codebook, e.g. classification of codes, organizational units, users, etc.
* in-depth auditing and reporting: audit and report on all the activities and historical states of each event including full coverage of activities for all modules, full coverage of all the services offered and possibility of auditing according to the laws in force.

***Help, FAQ and feedback***

Help topics should provide users with a quick reference on how to use the online services (e.g. submitting application, using dashboard). It should be structured with user guides and simple tutorials on carrying out various tasks. Help module should at minimum be intuitive; be tailored to the context and situation; be easy-to-use; have downloadable manual for users, explaining every Module/Part of the system in details with the instructions on its proper usage; have click-through demo and online video, explaining the steps the user has to take; have help desk contacts available. UNDP will provide assistance with the content.

The FAQ should cover the most important questions on the registration for using the online services, registration, submitting applications, etc. The answers should include references to the help section and other portal content.

A prominent feedback option should be considered, to encourage citizen engagement and to obtain regular information on satisfaction with specific service delivery situations. A simple citizen satisfaction online survey should be automatically offered to the interested citizens, after completing each online service with statistics on user satisfaction provided in the reporting module.

Once the detailed concept has been developed and agreed by UNDP and both partners, the service provider will proceed with the actual design and setting in function of the e-portals. In the design process, the service provider will respect the open system policies and standards, and the principles of availability and comprehensibility of content and other industry standards. The test plans, the test cases, the user acceptance test specification and all other documents linked to the successful testing of the e-portals will be approved by UNDP, prior to testing of the system. The service provider is expected to test all modules, with focus on the usability and functionality, load, recovery and security testing. For the prototyping and testing of the system the service provider may be requested to provide the hosting. The service provider will develop detailed technical specification of the system and any other guiding documents explaining how the system works functionally and technically. The service provider will also develop practical training materials for all types of users and deliver training for the core administration teams in Canton Sarajevo and in the Municipality of Centar.

**All the materials and deliverables under this task will be delivered in the languages of peoples of Bosnia and Herzegovina.**

It is expected that this task should be completed **within 3 months after contract signing (indicative timeline: June – Sept 2022).**

**Task 2: Support the piloting of selected 2 priority public services at transactional level through the e-portals – one for Canton Sarajevo and one for the Municipality Centar Sarajevo**

Once the e-portal is built, the integration with content data sources (public records, registers) should aim to primarily obtain data during the pre-fulfilment of the requirements for a specific service. Integration with back-office systems of institutions that ensure the acceptance of electronic forms should also be done.

One priority pilot e-public service for each e-portal, centralized Freedom of information request for each institution of Canton Sarajevo and Obtaining excerpts from Registry books (birth, marriage, and death certificates) for the Municipality of Centar Sarajevo, will be implemented at transactional level to substantiate usability of developed modular infrastructure and covering the minimum following generic processes:

The electronic submission of applications, their signing and payment of potential costs should be designed as a closed procedure, after which the user can move only in steps (forward and backward). Some procedures require additional documents that are attached to applications as electronic attachments. When submitting an electronic application, the user can interrupt, correct or return to the previous step at each step. The last step in the process is automatic submission of the application to the competent authority and the storage of the application in the user's document tray. In this case, the user can later monitor the status of the submitted application, get notifications, receive the decision, and later review the applications submitted. The process should be made easy for users by:

* having the test version option before completing it;
* when completing the form, if the path changes, having notifications of loss of previously completed data;
* having the display of messages according to the assignment that is made during the generation of the form (e.g. the field is mandatory, no number is allowed, etc.);
* having possibility of draft saving of form filled;
* having possibility of saving / printing the form.

The service provider should have in mind that the e-portals and the related modules deployed to the production environment (at stakeholders’ premises) should be made interoperable with "back-end" systems of 2 priority e-services. Needed adjustments of those "back-end" systems will not be a part of this contract.

Freedom of information request module needs to support participating ministries/agencies to enter index register of available data (to enable citizens to correctly identify government ministry or agency for their requests), freedom of information contact person and to electronically respond to the citizens’ requests made through the portal. The module should also contain searchable knowledge base so that before making a request, citizens can first check if the information is already publicly available. All anonymized responses provided by the government departments should be easily stored and classified in the knowledge base.

The service provider is expected to diligently develop test plans, test cases, user acceptance test specification and all other related documents related to the successful testing of the priority e-services and modular infrastructure, with focus on the usability and functionality, load, recovery and security testing, which should be approved by UNDP prior to the testing.

Testing of service usability and functionality should include a selected number of citizens belonging to various categories (age, profession, disability) to ensure citizen-centricity. After the testing is completed, the service provider should develop instruction manuals and basic customer service protocols for each e-service respectively, explaining how the selected e-services work functionally and technically, as well as use them to deliver practical training to the main users – the administration key users, IT administrators and public service providers in both Canton Sarajevo and in the Municipality of Centar Sarajevo. The service provider is expected to offer desk-coaching and technical support to the relevant cantonal/municipal staff in the further launching of the e-services.

UNDP, in coordination with both institutional partners, will issue provisional acceptance for the central infrastructure and for the implemented priority e-services.

**All the materials and deliverables under this task will be delivered in the languages of peoples of Bosnia and Herzegovina.**

It is expected that this task should be completed **within 6 months after contract signing (indicative timeline: June – Dec 2022).**

**Task 3: Ensure smooth live operation of the e-services and prepare lessons learnt and key recommendations for the successful future functioning and scaling up of the e-portals and e-services**

The service provider is expected to ensure continuous support, fine-tuning and maintenance for a period of 3 months after the provisional acceptance by UNDP. During this period, the service provider should correct and adjust all bugs and malfunctioning of the systems and fine-tune the system in a timely manner and should ensure the overall security of the data and the platform. The service provider should also ensure a fault reporting process whereby faults are categorized as follows:

| **Category** | **Description** | **Response/Fix time** |
| --- | --- | --- |
| A | Catastrophic failure whereby the System is unable to support business processes. | 2 hours/12 hours |
| B | Serious failure, but the system can still be used to support business processes. This may also be a Category A problem, but with a documented workaround. | 1 business day/3 business days |
| C | A non-serious problem that does not affect business processes. | 1 business day/5 business days |

During this period, all applications and modules should be operational 24/7 and corrective and preventive maintenance should be ensured. Support and Help Desk services should be satisfactory provided and all interventions recorded in the online tool for recording and management of faults and their resolutions. Also, applications and modules should be improved to support changing business environment and enhanced user experience. The Service Provider shall provide the guarantee that the systems will work in line with the required functionalities.

The service provider is expected to establish a Source Code Management (SCM) System, upload the source code and documentation materials into it and make it available to the designated stakeholders. This would include custom database structures, dictionaries, definitions, program source files, and any other custom symbolic representations which are necessary for the compilation, execution, and subsequent maintenance of the system. The service provider needs to deliver the perpetual licenses for any required third-party software and cost for these should be included in the offer.

To the extent that any Deliverable Work contains any intellectual property previously developed by the Contractor or by third parties, and to the extent that the Contractor creates any derivative works, the Contractor shall grant to the Client an adequate number of perpetual licenses over such previously developed intellectual property and over any derivative works. Any such previously developed intellectual property shall be identified in the offer and included in the budget.

All generated documentation, generated application program code (except third party software) and other types of information in electronic or hard copy, which arise during the contractual relationship, become the permanent property of UNDP. Also UNDP reserves the right to pass all rights to third parties.  All generated source code and database related to the implementation of the system, as well as integration with external systems and refinement remains in the permanent ownership of UNDP with full, unlimited right to change and use it. Service provider has no right to forward or give to third parties any generated or obtained source code and database. All information provided through documentation, application code, access to databases or otherwise, and owned by the institutions involved in the project, Service provider must not use outside the  scope and has the obligation to protect against unauthorized use. After the completion of the project, the Service provider  is obliged to deliver all the source code and database and all the necessary libraries so that UNDP can start and use the same.

The service provider is obliged to install the offered solution on the server infrastructure of the Canton Sarajevo and municipality Centar Sarajevo. The service provider is obliged to define in its bid the optimal (recommended) characteristics for an adequate hardware-system platform. The platform means defining the necessary hardware resources for virtual machines on which the server components of the software solution will run. The purchase of the necessary hardware resources will not be part of this Contract.

Installation of the complete system, including server operating systems is the responsibility of the provider and should be included in the price.

At this point, the service provider is also expected to develop a short note with the key lessons learnt and recommendations for the future scaling up of the e-portals and e-services for other municipalities and cantons.

At the end, if all the above aspects have been respected and the e-portals and e-services are functioning and sustainable, UNDP will issue the final acceptance for the central infrastructure and for the priority e-services.

After, warranty shall be applicable for no less than one year. During this period, the service provider will provide error corrections related to all functionalities related to desired functioning of the system as outlined in this TOR and the systems fine tuning without any additional charges. The response time shall not exceed 24 hours and an issue reporting and resolution system (e-mail, issues tracking software, hotline) during regular work hours shall be provided. The service provider is obliged to provide an online help desk for users and system administrators during business hours. The service provider is obliged to have the Help desk tool available online and it must be localized in one of the official languages in BiH.

**All the materials and deliverables under this task will be delivered in the languages of peoples of Bosnia and Herzegovina.**

It is expected that this task should be completed **within 3 months after issuance of the Provisional acceptance (indicative timeline: Dec – March 2023).**

**5. DELIVERABLES AND SCHEDULES/EXPECTED OUTPUTS**

The main deliverables from this assignment are as follows:

| **Task** | **Deliverable/product** | **Timeline** |
| --- | --- | --- |
| **Task 1: Design and setting in function of the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.** | For the Canton of Sarajevo and for the Municipality of Centar Sarajevo, respectively:   1. Detailed blueprint concepts for the e-portals of Canton Sarajevo and for the Municipality of Centar Sarajevo, including short and strategic diagnosis of the current situation, together with an overview of the relevant procedural and technical aspects; detailed software requirements specification of the public service portals with related modules – as per the ToR, as well as the outlook proposal for the front-end of the e-portals is developed and approved by UNDP. 2. The content for the catalogues of e-services for Canton Sarajevo and for the Municipality of Center Sarajevo are compiled and successfully uploaded at the e-portals. UNDP will provide assistance with the content. 3. The e-portals and its core modules are developed and set in function, respecting all minimum criteria for the e-portals listed in the ToR, the system is prototyped and successfully tested and approved by UNDP; 4. Technical specification of the modules and any other relevant documents explaining how the system works functionally and technically have been developed and approved by UNDP; 5. Training materials for all main users of the e-portals are developed and approved by UNDP and a training for the main administrators of the e-portals is delivered to ensure sustainability of its future use. | Within 3 months after contract signing (indicative: by the end of September 2022) |
| **Task 2: Support the piloting of selected 2 priority public services at transactional level through the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.** | For each priority e-service, the service provider is expected to deliver:   1. A detailed software requirements specification of the 2 selected priority e-services developed and approved by UNDP; 2. Both e-portals and the related modules deployed and the selected priority e-services are digitalized using developed modules and in accordance with the accepted detailed software requirements specifications; 3. Test plans, test cases, user acceptance test specification for each priority e-service and all other related documents to the successful achievement of testing are drafted and approved by UNDP prior to the testing; 4. The 2 priority e-services launched, tested and all issues rectified; 5. The technical and user documentation and instructions manual for each key user is delivered and approved by UNDP; 6. Desk-side coaching and telephone support delivered to both partners (Canton Sarajevo and the Municipality of Centar Sarajevo); 7. Based on the successful functionality of the e-portals and the pilot e-services as per all the minimum criteria listed in these ToR, provisional acceptance issued by the UNDP; | Within 6 months after contract signing (indicative: by the end of December 2022) |
| **Task 3: Ensure smooth live operation of the e-services and prepare lessons learnt and key recommendations for the successful future functioning and scaling up of the e-portals and e-services** | 1. The SCM System is established and the source code, perpetual licences and technical and user documentation is uploaded and handed-over to both institutional partners, as well as basic customer service protocols implemented; 2. The core administrator teams in both Canton Sarajevo and the Municipality of Centar are trained to use/maintain/expand the system; 3. Conditions and standards for the use of the developed modules and the publication of new e-services through the portal drafted and approved by UNDP; 4. Based on the successful functionality of the e-portals and the pilot e-services as per all the minimum criteria listed in these ToR after the maintenance period, final acceptance issued by the UNDP. | Within 3 months after provisional acceptance by UNDP (indicative: by the end of March 2023) |

**6. KEY PERFORMANCE INDICATORS AND SERVICE LEVEL**

|  |  |
| --- | --- |
| **Deliverable** | **Indicators** |
| **Task 1: Design and setting in function of the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.** | * + The two e-portals are developed and operational, as per all minimum technical characteristics and specifications provided in the ToR and serve as blueprint solutions that are scalable to other cantonal governments and all local governments in the country, or other higher government levels) and compatible / interoperable.   + The relevant IT structures in Canton Sarajevo and in the Municipality of Centar Sarajevo are fully capacitated to administer and manage the e-portals in the future. |
| **Task 2: Support the piloting of 2 selecetd priority public services at transactional level through the e-portals for Canton Sarajevo and for the Municipality Centar Sarajevo.** | * + The two priority e-services are digitalized and functional at transactional level.   + The relevant e-service providers and the IT structures in Canton Sarajevo and in the Municipality of Centar Sarajevo are fully capacitated to administer and manage the e-services delivery in the future. |
| **Task 3: Ensure smooth live operation of the e-services and prepare lessons learnt and key recommendations for the successful future functioning and scaling up of the e-portals and e-services** | * + Comprehensive technical documentation and full source code handed over to the Canton Sarajevo Government and municipality Centar Sarajevo.   + The system is fine-tuned, any malfunctioning solved, helpdesk and continuous support and maintenance provided; ownership ensured;   + Conditions and standards for the use of developed modules and the publication of new e-services through portal and basic customer service protocols handed over to both partners. |

**7. GOVERNANCE AND ACCOUNTABILITY**

The work under this assignment will be supervised and quality assured by UNDP in direct coordination with relevant institutional stakeholders from Canton Sarajevo and from the Municipality of Centar Sarajevo.

Day to day management of the service will be devolved to the service provider, led by the Team Leader. A strong performance regime will operate – with payments made to the service provider on completion of each task and all its deliverables, as described in the ToR. Reports, supporting products and deliverables should be submitted to the UNDP in electronic form as follows:

* Update reports – in English (bi-weekly, through email sent to UNDP);
* Progress/Technical report (in English): submitted within 10 days of completion of each Task;
* Final report (in English): containing information on the achievement of objectives, results and outputs, as well as on the lessons learnt and intervention`s sustainability and replicability.

**8. FACILITIES TO BE PROVIDED BY UNDP**

The UNDP Team will be available to transfer the specific knowledge on the Project which can be useful for the Service Provider.

**9. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT**

The assignment will take place during the period June 2022– March 2023.

In case of delay with timely implementation consequence/impact are cancellation of the budget allocation for the project.

Estimated level of effort for this assignment is 700 expert days.

**10. DUTY STATION**

The duty station for the assignment is Sarajevo, Bosnia and Herzegovina.

**11. PROFESSIONAL QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR AND ITS KEY PERSONNEL**

**Professional qualifications**

The service provider should have at minimum 5 years of experience in the area of design and setting in function ICT solutions and e-government systems in the public sector. The service provider should have minimum 3 contracts of similar nature and complexity implemented over the last 3 years. The service provider must be certified according to the Information Security Management Standard ISO 27001 and Quality Management System Standard ISO 9001.

The candidate service provider must have a proposed team of six (6) key experts, as per this ToR. The offeror can propose additional short-term experts (non-key experts, such as database administrators, e-payments experts, e-ID experts, etc.) as needed to answer adequately to the requirements and the implementation schedule.

The proposer’s offer should clearly state the personnel that will be allocated to each of the Tasks in the ToR, as well as the level of effort per Task/per expert.

The proposers must include in their team at least the following key experts:

**1. Team Leader/Senior solution architect**

The Team Leader will be responsible for overall coordination and management of the assignment.

General experience:

* Master’s degree in public administration, law and social sciences, political science, public policy, economics, information technology or other relevant fields; with minimum 10 years of professional experience.

Specific experience:

* Experience in leading processes/projects providing technical assistance and capacity development to public sector stakeholders in segment of government digital transformation.
* Experience in developing portals for citizens and/or businesses in the European Union countries, other European countries leading in e-governance.
* Experience and knowledge of digital transformation in the Western Balkans is an asset.
* Experience in working with international organizations (UNDP, World Bank, EU, EBRD, etc.)

Language qualifications:

* Fluency in English language and in the languages of peoples in Bosnia and Herzegovina.

**2. E-Services Expert/Services Business Analyst Expert**

General experience:

* Master’s degree in public administration, law and social sciences, political science, public policy, economics, information technology or other relevant fields; with minimum 7 years of professional experience.

Specific experience:

* Experience in segment of government digital transformation.
* Experience in development of government user-centric transactional services/life events for citizens and/or businesses in European Union and/or Western Balkan countries.
* Experience and knowledge of governance and public administration in the Western Balkans and Bosnia and Herzegovina.

Language qualifications:

* Fluency in English language and in the languages of peoples in Bosnia and Herzegovina.

**3. Senior Developer (2 experts)**

General experience:

* University degree in engineering, computer science, information technology or other relevant fields; with minimum 7 years of professional experience.

Specific experience:

* Experience in the area of design of ICT solutions, e-services and e-systems in the public sector.
* Experience in development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries.
* Experience and knowledge of governance and public administration in the Western Balkans and Bosnia and Herzegovina is an asset.

**4. Database Administrator**

General experience:

* University degree in engineering, computer science, information technology or other relevant fields; with minimum 7 years of professional experience.

Specific experience:

* Experience in database administration.
* Experience in database development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries.
* Experience and knowledge of governance and public administration in the Western Balkans and Bosnia and Herzegovina is an asset.

**5. Senior visual identity and graphic design expert**

General experience:

* University degree in graphic design, engineering, computer science, information technology or other relevant fields; with minimum 7 years of professional experience.

Specific experience:

* Experience in segment of visual identity and graphic design.
* Experience in design of government e-portals in European Union and/or Western Balkan countries.

**6. Devops Engineer**

General experience:

* University degree in engineering, computer science, information technology or other relevant fields; with minimum 7 years of professional experience.

Specific experience:

* Experience as devops engineer in projects implemented in public sector,
* Experience as devops engineer in development of government shared building blocks, such as e-payments and/or SSO in European Union and/or Western Balkan countries.

Language qualifications:

* Both fluency/proficiency in English and local languages.

**12. PRICE AND SCHEDULE OF PAYMENTS**

The contract price is based on fixed, output-based price. Payments will be made based on deliverables, as described in these Terms of References.

The envisaged payments per deliverables are as follows:

* Deliverable 1: 40% of the total contract price.
* Deliverable 2: 40% of the total contract price.
* Deliverable 3: 20% of the total contract price.

# 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 |  |
| **Have you provided the required documents to establish compliance with the evaluation criteria in Section 4 “Evaluation Criteria”?** |  |

**Financial Proposal Envelope**

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

Must be exclusive of VAT and other applicable indirect taxes (VAT and other taxes stated separately).

|  |  |
| --- | --- |
| * 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:

1. 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;
2. 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;
3. have no conflict of interest in accordance with Instruction to Bidders Clause 4;
4. 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);
5. 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;
6. 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:** BidderInformation 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 not exceed fifteen (15) pages * 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 * Latest Financial Statement (Income Statement and Balance Sheet) for the past 3 years; * Statement of Satisfactory Performance from at last two clients for contract of similar nature, scope and complexity in the past 3 years; * Reference list of the relevant projects performed in the last 5 years, particularly projects related to e-government capacity development * Detailed CVs with at least three official references with contact details, indicating general and specific experience as requested by ToR; * Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country; * Power of Attorney, if relevant |

## **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:** QualificationForm

|  |  |  |  |
| --- | --- | --- | --- |
| 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 Copies of the 3 contracts of similar nature and complexity implemented in the last 3 years. The contracts must indicate the value, dates and scope of the services delivered.

**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:

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

## **Form E:** Format ofTechnical 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. Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
  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).
  3. Relevance of specialized knowledge and experience on similar engagements done in the region/country.
  4. Quality assurance procedures and risk mitigation measures.
  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.

* 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 on the proposed substantive scope of the training modules should be provided. Details how the different service elements shall be organized, controlled and delivered.
  2. The methodology shall also include details of the Bidder’s internal technical and quality assurance review mechanisms.
  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.
  4. Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
  5. Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
  6. Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
  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**

* 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.
  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**

Please fill in for the proposed experts for the delivery of the contract, with declaration that they will be available during the entire implementation of contract evidenced by their signature **(i.e. experts will not subject to substitution after contracting**).

|  |  |
| --- | --- |
| Name of 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 three (3) 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:

**Option 1** (based on delivering the service and specifically the training modules / policy lab / ToT through a face-to-face format): [Insert amount in words and figures].[[2]](#footnote-3)

**Option 2** (based on delivering the service and specifically the training modules / policy lab / ToT through an online format): [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 ProposalForm

|  |  |  |  |
| --- | --- | --- | --- |
| 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* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Subtotal Professional Fees:** | | | |  |

**Table 3: Breakdown of Other Costs**

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

**Table 4: Breakdown of Price per Deliverable/Activity**

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

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. [↑](#footnote-ref-2)
2. This option is the considered approach under this assignment. Option 2 of the financial offer may only be considered in case the COVID-19 related epidemiological circumstances do not allow for face-to-face delivery of the trainings. [↑](#footnote-ref-3)