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REQUEST FOR PROPOSAL

CONSULTANCY SERVICES FOR IMPLEMENTATION OF A CASE MANAGEMENT SYSTEM (CMS) FOR JUSTICE SYSTEM

RFP No: ST02.2022

Project: Modernization of Justice System

Country: Sao Tome and Principe

Issued on: 15 July 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
 - o Form A: Technical Proposal Submission Form
 - o Form B: Bidder Information Form
 - o Form C: Joint Venture/Consortium/Association Information Form
 - o Form D: Qualification Form
 - o Form E: Format of Technical Proposal
 - o Form F: Financial Proposal Submission Form
 - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to **procurement.st@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.

Issued by:



Name: Ibne Almeida
Title: Procurement Associate
Date: **July 15, 2022**

Approved by:



Name: Katarzyna Wawiernia
Title: Resident Representative
Date: **July 15, 2022**

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (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.</p>
2. Fraud & Corruption, Gifts and Hospitality	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsccl/conduct_english.pdf</p>
3. Eligibility	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>

4. Conflict of Interests	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
B. PREPARATION OF PROPOSALS	
5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.
7. Language	7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
8. Documents	8.1 The Proposal shall comprise of the following documents:

Comprising the Proposal	<ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
9. Documents Establishing the Eligibility and Qualifications of the Bidder	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
11. Financial Proposals	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
12. Proposal Security	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails:

	<p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
14. Joint Venture, Consortium or Association	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>

15.Only One Proposal	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
16.Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
17.Extension of Proposal Validity Period	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
18.Clarification of Proposal	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
19.Amendment of Proposals	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p>

	19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
20.Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21.Pre-Bid Conference	21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
C. SUBMISSION AND OPENING OF PROPOSALS	
22.Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS

	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>Email Submission</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected. <p>eTendering submission</p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS. d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/
<p>23. Deadline for Submission of Proposals and Late Proposals</p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>24. Withdrawal, Substitution, and Modification of Proposals</p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of</p>

	<p>Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25.Proposal Opening	25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.
D. EVALUATION OF PROPOSALS	
26.Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27.Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28.Preliminary Examination	28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.
29.Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> 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; They have a good financial standing and have access to adequate financial

	<p>resources to perform the contract and all existing commercial commitments,</p> <ul style="list-style-type: none"> c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; d) They are able to comply fully with UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
31. Due Diligence	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the</p>

	<p>following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of Proposal	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Repairable Errors and Omissions	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction

	<p>of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35.Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36.Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37.Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38.Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39.Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40.Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41.Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_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.
42.Bank Guarantee for Advanced Payment	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at

	https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43.Liquidated Damages	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44.Payment Provisions	44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
45.Vendor Protest	<p>45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures:</p> <p>http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</p>
46.Other Provisions	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

Section 3. Bid Data Sheet

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

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will be imposed as follows: Percentage of contract price per day of delay: 0,3% Max. number of days of delay 30, after which UNDP may terminate the contract.

9	40	Performance Security	Not Required
10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	10 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Ibne Almeida Address: Avenida das Nações Unidas, Prédio das Nações Unidas, PNUD TERCEIRO ANDAR, SÃO TOME AND PRINCIPE E-mail address: procurement.st@undp.org
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Posted directly to eTendering
14	23	Deadline for Submission	July 29,2022 For eTendering submission - as indicated in eTendering system. Note that system time zone is in EST/EDT (New York) time zone.
14	22	Allowable Manner of Submitting Proposals	<input type="checkbox"/> Courier/Hand Delivery <input type="checkbox"/> Submission by email <input checked="" type="checkbox"/> e-Tendering
15	22	Proposal Submission Address	https://etendering.partneragencies.org Business Unit: STP10 Event ID 0000013138
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> ▪ Only electronic submission in the e-tendering module. ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Max. File Size per transmission: 50 MB ▪ Mandatory subject of email: RFP ST02-2022 CONSULTANCY SERVICES FOR IMPLEMENTATION OF A CASE MANAGEMENT SYSTEM (CMS) FOR JUSTICE SYSTEM ▪ Bidders are encouraged to check the attachment formats prior to submission as UNDP will not be responsible if attachments

			are in other formats that cannot be opened without additional software
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively The minimum technical score required to pass is 70%.
18		Expected date for commencement of Contract	<i>August 30, 2022</i>
19		Maximum expected duration of contract	12 months
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	<i>[All other instructions and information not yet mentioned so far in this Data Sheet but are relevant to the RFP must be cited here, and any further entries that may be added below this table row]</i>

Section 4. Evaluation Criteria

Preliminary Examination Criteria

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

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

Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with ITB 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
	Any additional criteria if required	
QUALIFICATION		
History of Non-Performing Contracts¹	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

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.

Previous Experience	Minimum 3 years of relevant experience and successful delivery of at least 3 Case Management System in Justice Sector (Include testimonials, URLs, and/or reports of the project success)	Form D: Qualification Form
	Minimum 3 contracts of similar value, nature and complexity implemented over the last 3 years, with corporate references in designing and implementing CMS projects in specifically Justice Sector (Inclusive of Company name, contact and title, address, telephone number, and email) <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Any additional criteria if required	Form D: Qualification 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	400
3.	Management Structure and Key Personnel	300
	Total	1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	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, experience in designing and implementing an CMS; (Include descriptions of previous assignments, brochures, URLs, and screen samples (10 point for each year above 3 years) done in under development countries	70
1.4	Quality assurance procedures and risk mitigation measures	60
1.5	Organizational Commitment to Sustainability (mandatory weight) -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points -Organization is a member of the UN Global Compact -5 points -Organization demonstrates significant commitment to sustainability through some other means- 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

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	50

2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
Total Section 2		400

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?		60
3.2	Qualifications of key personnel proposed		
3.2 a	Team Leader		70
	- General Experience	20	
	- Specific Experience relevant to the assignment	30	
	- Regional/International experience	15	
	- Language Qualifications	5	
3.2 b	Solutions Architect		50
	- General Experience	5	
	- Specific Experience relevant to the assignment	30	
	- Regional/International experience	10	
	- Language Qualifications	5	
3.2 c	Solution Developer		45
	- General Experience	5	
	- Specific Experience relevant to the assignment	25	
	- Regional/International experience	10	
	- Language Qualifications	5	
3.2 d	Systems Analyst		25
	- General Experience	5	
	- Specific Experience relevant to the assignment	10	
	- Regional/International experience	5	
	- Language Qualifications	5	
3.2 b	UX/UI Designer		25
	- General Experience	5	
	- Specific Experience relevant to the assignment	10	
	- Regional/International experience	5	
	- Language Qualifications	5	

3.2 c	Trainer		25
	- General Experience	5	
	- Specific Experience relevant to the assignment	10	
	- Regional/International experience	5	
	- Language Qualifications	5	
Total Section 3			300

Section 5. Terms of Reference

Section 5. Terms of Reference

1. General information, justification and description of the project

The Sao Tome and Principe office of the United Nations Development Programme (UNDP) has been supporting the Government of Sao Tome and Principe (STP) in the establishment of a digital Case Management System² (CMS) for its Justice System. In this regard, UNDP is seeking to select a service provider for the supply of an electronic CMS, that should include the development, customization, technical support, and training of human resources.

The CMS is part of a broader program to modernize the STP Justice System, which includes the construction of new infrastructures, the rehabilitation of infrastructures (buildings), the systematic review of legislation, the development of capacities and skills, the strengthening of a datacenter, and the implementation of the STP government email system.

The adoption of modern information communication technologies (ICT), especially, in the implementation of the CMS is key to the efficiency and effectiveness of the Justice System. The main objectives to be achieved with the CMS are to optimize the flow of judicial information, reduce the number of physical documents, increase the quality of interaction of actors involved in judicial proceedings and create effective conditions for the collection, processing and analysis of Justice information.

The implementation of the SGP is a strategic element of the modernization programme for Justice in São Tomé and Príncipe, as it drives efforts to modernize the operation of the Justice System by promoting transparency, efficiency and strengthening due legal process. The implementation of the SGP is particularly necessary due to the current framework in which procedural management does not have standardized procedures and there is a lack of systemic integration between the organizations of the Justice System.

The Government of São Tomé and Príncipe approved in 2020 its digital governance strategy³ which aims to articulate the objectives and dimensions of public policies across different sectors for the digital

² Case Management System (CMS)

³ <http://inic.gov.st/docs/EstrGovDigital-STP-Jan2020.pdf>

transformation of the public administration and to indicate what human and material resources are needed to implement the strategy.

To this end, an analysis of the country's situation and of international good practices was carried out, which resulted in the choice of nine thematic axes of digital services, accompanied by suggestions for actions to be implemented. The axes selected are: health, education, finance and taxation, social protection, environment, tourism, justice and citizenship, work and employment, as well as agriculture, animal husbandry and fishing.

Following a request for support from the Ministry of Justice, Internal Administration and Human Rights (MJAIDH), the United Nations Development Programme (UNDP) office has been supporting the development of information technology capacities of the Justice System with a view of helping to establish a digital Case Management System, in the context of:

- The government datacenter being upgraded to provide a secure information technology infrastructure to support the operation of the CMS (Annex 01).
- The corporate email service being installed in the datacenter and will be available for use by all public sector institutions, especially those in the Justice System.
- The national interoperability framework drafted in 2021 is on its way to becoming a mandatory regulation.
- The interoperability digital platform has been conceptualized and its procurement is in the planning stage.
- The present Terms of Reference were based on the technical requirements survey prepared in 2021, in addition to consultations with key actors of the Justice System of Sao Tome and Principe.

In implementing the Process Management System, the Government of Sao Tome and Principe aims to:

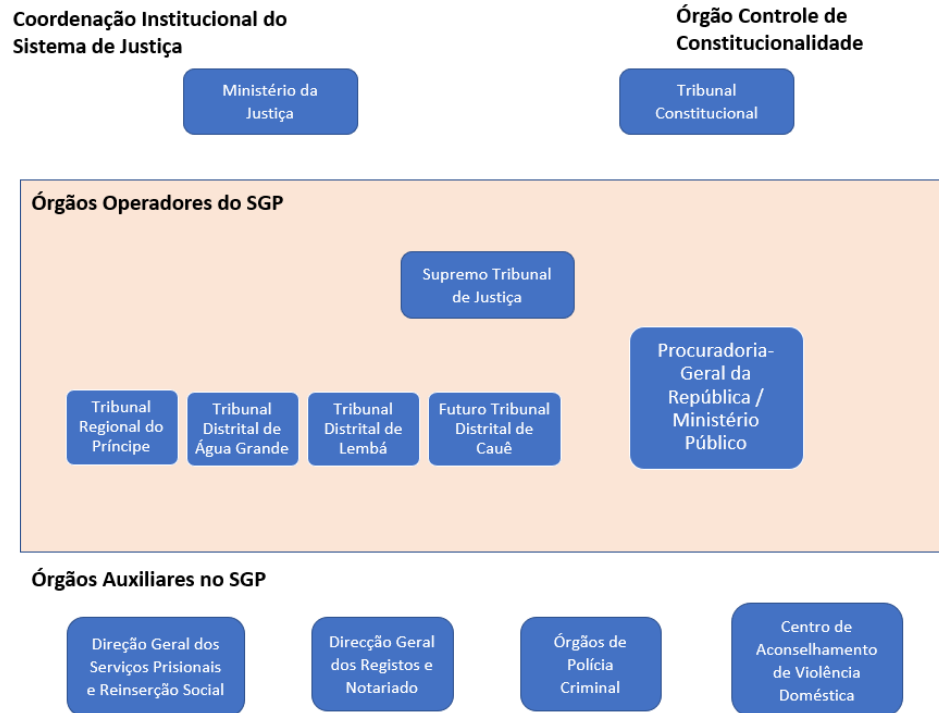
- implement a fast, reliable, trustworthy and user-friendly system through the digitalization of court proceedings;
- making the procedural flow swift, effective and economical;
- standardize the entire life cycle of the processes;
- facilitate communication between all users involved;
- ensure the security, privacy and compliance of judicial and prosecutorial proceedings with the law;
- guarantee the integrity of the judicial and prosecutorial processes, avoiding undue manipulation and loss and/or misplacement of documents;
- enabling the easy initiation, monitoring, location, visualization and retrieval of cases in all the

organizations that are part of the Justice System throughout all the stages and phases of the process;

- produce systematized information, reports and statistics to support decision-making and the implementation of public policies.

The justice system of São Tomé and Príncipe is composed of sovereign bodies with competence to administer justice, and is composed of the following entities:

- Ministry of Justice, Home Affairs and Human Rights
 - Domestic and Child Violence Counselling Centre
 - Directorate-General for Prison Services and Social Reintegration
 - Judiciary Police
- Courts
 - Superior Council for the Judiciary
 - Supreme Court of Justice
 - Court of First Instance of Agua Grande
 - Lembá Court of First Instance
 - Court of First Instance of the Autonomous Region of Príncipe
- Public Prosecutor's Office
 - Attorney General's Office
 - High Council of the Public Prosecutor's Office
 - Public Prosecutor's Office - Sections
- Ministry of Defence and Interior Order
 - National Police
 - Migration and Borders Service
- Sao Tome and Principe Bar Association



Currently, procedural management occurs in an analogous way, i.e. the processing is exclusively carried out and based on physical hardcopy documents at all stages.

Summary of quantitative indicators:

	Judges/Magistrates	Justice officials	# of Processes (2019)
Courts	17	64	781 (Criminal); 185 (Civil); 24 (Labour); 218 (Minors and Family)
Public Prosecution	17	21	3285 new cases; 5049 cases pending.

Thus, the Processual Management System should have the capacity to cover the entire Justice System of Sao Tome and Principe. However, its implementation should take place in cycles, namely:

Cycle I - Computerize, dematerialize and automate the criminal proceedings of the Court of First Instance, the Public Prosecutor's Office, at least one National Police station, the Judicial Police and the Prison Facility, all of which are located in the Água Grande district in the city of São Tomé.

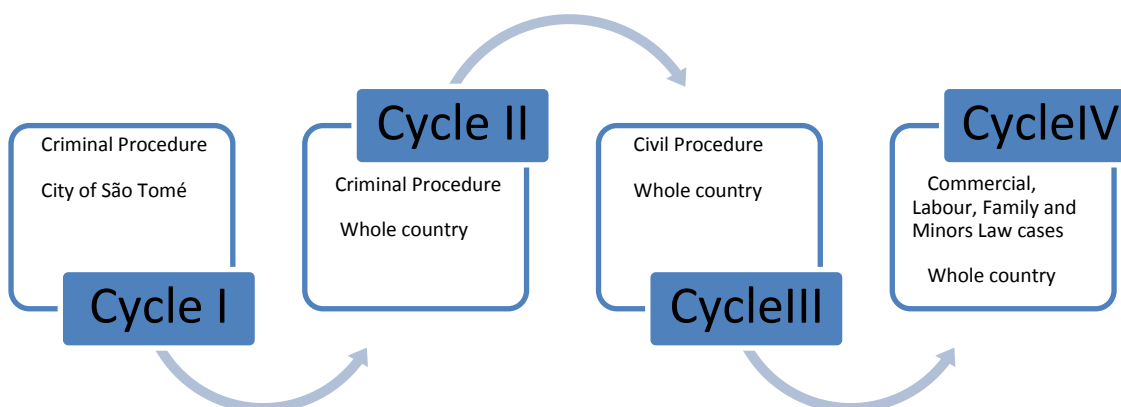
The simultaneous processing of physical and digital processes should be guaranteed, as it will be necessary to adopt a gradual approach to dematerialization of criminal processes. Moreover, in this cycle, the Central-Section and distribution module should be implemented, being this a requirement for the implementation

of the other cycles.

Cycle II - Implementation of the automation of criminal proceedings in the other courts (Lembá, Príncipe and Cauê), in the other units of the Public Ministry and in the Police Stations of the country, including in the Autonomous Region of Príncipe.

Cycle III - Automation of the Civil Process throughout the Justice System.

Cycle IV - Automation of the Commercial, Labour and Family and Minors Processes.



2. Main objectives of the Task

In relation to the background and context mentioned in the previous section, the main objectives can be summarised as follows:

- The main objective of this consultancy is to strengthen institutional capabilities of justice services. It is also the aim of the ICMS is to transform and improve the efficiency and transparency of the judicial process. It will be the bedrock for new ways of managing the judicial process, through a configurable and flexible core CMS engine together with e-Functionality and access to third party products that will assist with modernizing processes at the courts and throughout the whole judiciary. This solution will also have elements, such as document e-Filing, case and court e-Scheduling, e-Payments as well as the entire case management and case reporting and analysis modules. The reporting functionality of the ICMS will be crucial to provide feedback and help the court locate areas for improvement.
- Develop and/or customize a CMS software solution to automate the workflow of São Tomé and Príncipe's judicial organizations;
- Design and adapt the procedural workflow and procedural legislation of Sao Tome and Principe to the SGP;
- Conduct face-to-face and on-the-job training and capacity building sessions to develop the skills and

competencies of judges, prosecutors, judicial and police officials, and administrative and prison service staff;

- Elaborate and make available manuals and documentation on the operation and administration of the CMS;
- Implement a CMS that can be incrementally adapted for potential future expansion and changes in legislation, such as through integration with other systems, and in reference to monitoring progress on the SDGs and any other outcome indicators or judicial statistics;
- To support the operation of the CMS for a period of two years to ensure its normal functioning and the necessary updates;
- Develop a transition and exit strategy that will ensure full national ownership, including making the source code available, upon completion of the production implementation of the CMS. This transition will allow the Government of São Tomé and Príncipe to implement and modify the system without the continued need for vendor assistance.

More specific objectives are to:

- Design and implement an Integrated Case Management System (ICMS)
- Develop and implement an electronic filing feature via a secure web portal for authorized users
- Allow the users, depending the profile, to manage all aspects in the life cycle of a case via an electronic scheduling features
- Create and implement e-Notifications and messaging functionality
- Provide the ability to pay online, assign fees, and process payments through the solution
- Integrate digital recording and transcript software, into the ICMS
- Create and implement intelligent workflows and rules
- Allow for the production and management of proper reporting and analytics
- Implement Cybersecurity and Data Privacy Policies & Standards within development of the solution
- Create an implement interoperability processes for data sharing
- Provide secure signatures that are legally binding (according to the Electronic Communications and Transactions Act) and also at the minimum allows for user authentication.
- Specific tasks to be performed by the Firm:
- Under the overall supervision of the Ministry of Justice and UNDP, the Firm will answer to the UNDP Project Manager and work with an assigned Coordinator to design and implement an integrated Case Management System. This will also be done through the collaborative process with all the parties involved in this process and other dedicated contact staff to design and implement the functionality, so that it is fully tailored for the judiciary.

3. General requirements

The general requirements required for the implementation of São Tomé and Príncipe's procedural management system are based on a set of key principles, namely:

- **Compliance with current legislation and the principles of the Rule of Law.** The CMS should be conceived as a means of supporting the achievement of Justice. As it is completely subordinated to the country's legal framework, the CMS shall be normatively applicable, in particular, the automation and dematerialization of processes, procedures and documentation, with respect for the legislation in force and the principles of the rule of law enshrined in the constitution.
- **Improvement in work processes.** The CMS is developed so that digitization occurs in alignment with the improvement of work processes ("business processes") of procedural management, avoiding the automation of obsolete or inefficient procedures. The digital workflow is different from paper procedures, so routines must be revised, eliminating steps that do not make sense in the digital flow.
- **Transparency.** The CMS will create the technical conditions to ensure, in all its aspects and at all levels of the judicial system, transparency and public oversight of its processes, taking into account the specificities of the justice system, namely in what concerns the secrecy of justice.
- **Security and privacy.** The GSP shall ensure effective compliance with existing international standards, regulations and best practices related to information security, privacy and data protection policies. It will adopt all necessary measures to protect the data of the GSP against internal security risks in the organs of the judicial system, external threats, as well as any vulnerability that compromises integrity, confidentiality, availability and authenticity.
- **Integration.** The CMS is part of the national effort to progressively transform State and Public Administration services digitally, in line with the fundamental principles and strategic objectives enshrined in the Digital Governance Strategy for Sao Tome and Principe, recently approved in the country. In this sense, the implementation of the SGP will take advantage of the informational and technological resources that will be available and shared among the various State institutions, without restrictions on strict compliance with applicable security and privacy requirements.
- **Interoperability.** In the realization of all the aforementioned principles, all the automated procedures in the CMS should take advantage of the country's Interoperability Platform.
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- **Accessibility.** The CMS will ensure compliance with international accessibility standards for the various services provided.
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- **Scalability.** The implementation of the CMS will ensure its future scalability, namely as regards the number of users, cases, court instances, etc., while ensuring that the initially agreed levels of performance and quality of service are maintained.
-
- **Technological independence.** The implementation of the CMS will be fully supported by open and detailed documented formats, ensuring future updating/evolution capability, without technical dependence on the technological platform used or the supplier entity.
-
- **Adequate infra-structural support.** The operation of the CMS requires strengthening the basic requirements for the strategic use of digital technologies, including, inter alia, infrastructural support, notably with regard to power supply, the improvement of government communication networks, the consistent use of institutional e-mail accounts and the collection, management, sharing and re-use of public data.
- **Sustainability.** The introduction of the CMS should be considered within a framework of adequate sustainability - at the institutional, administrative and financial level - which ensures its operability in the immediate future and, in the medium and long term, allows for its consolidation, evolution and scalability. As foreseen in the Digital Governance Strategy for São Tomé and Príncipe, the implementation of this system and, more broadly, digitalization in the justice sector, must be anchored in a set of sustainable investments and articulate favourable international partnerships.
- **Institutional Commitment.** The implementation of the CMS requires institutional commitment and adhesion of the different bodies of the Judiciary and State institutions, ensuring robustness and consistency in the leadership of the entire digital transformation process of the sector of which the CMS is a part. As always, digital transformation requires, encourages and is based on the transformation of the institutions.

Specific tasks to be performed by the Firm:

The suggested approach is based on the "Agile Development" model; evolving, improving, delivering and supporting services based on user experiences, feedback and business needs. This is to ensure that the software functionality can be customized to meet the demands of the judiciary.

The following modules or features form the foundation of the ICMS:

- Judges portal
- Prosecutor's portal
- Court and Prosecutor's Clerks
- Policies and investigation departments
- Attorney portal
- e-filing platform which delivers electronic filing via a secure web portal for attorneys, government agencies and self-represented litigants
- e-Scheduling module that allows court officers to manage all aspects in the life cycle of a case as it moves through the courts, process documents and reporting functions, as well as to resolve any Attorney scheduling conflicts
- e-notifications and messaging when actions are confirmed
- e-payments platform (ability to file and pay online, fee assignment, payment processing)
- Case management and distribution
- e-Docketing- ability to view case docket online and integrate with e-Calendar
- Digital recording and transcript generation software to help streamline courtroom recordings for post hearing review and research, while ensuring accurate, trustworthy jurisprudence (Please note the current system for recording of court proceedings is called " FTR," it is deployed but still has yet to see full use)
- Intelligent Workflow and rules management
- Creation of trial bundles
- Reporting and analytics module
- e-Library, a depository for Scanned PDF documents such as Authorities which can be referenced and attached to e-Docket and case files, thereby eliminating the need for paper copies of the most cited case authorities

In order to facilitate the presentation of the overview of the CMS, the requirements have been grouped into five perspectives:

(3.1) Business requirements - representing the stated needs;

(3.2) Usage requirements - which list what users need to accomplish;

(3.3) Functional requirements - which specify what the system information needs to guarantee;

(3.4) Non-functional requirements - relating to the operation and performance characteristics that the system must possess;

These perspectives are detailed below. The figures below identify the different groups of requirements for the CMS.

3.1 Business requirements

Requirement	Observation
Adopt a Unique Case Identifier Number (NUIP).	The applicability of this requirement is subject to the adoption of a regulation defining its structure, attribution rules and transition process.
To register and control all cases (judicial and prosecutorial).	Part of the implementation of the CMS is the digitalisation of all pending cases and/or those filed within a certain timeframe to be defined by the competent bodies.
Digitise all stages of the procedural process.	The solution should Digitize the entire lifecycle of processes, from genesis to archiving, avoiding the duplicated effort of maintaining manual paper-based procedures and digital procedures. However, complete digitization will require a very gradual planning and transition process to ensure the integrity of the processes.
Maintain hard copy of criminal records.	During a transition period, paper files continue to be understood as the original, and scanned copies are made for processing in the CMS.
Possess search tool, among others, of processes / actors / subjects / procedural stages / coercive measures / decisions / accusations / charges / dismissals / sentences / judgements / location of the process.	The CMS must have a search system for all the fields in the process so that they can be found quickly and easily.
Querying the status of the process.	The CMS must allow the system users to consult the status of the process, allowing them to know the procedural phase / location / and the history of all the procedural processing, including the history of the documentation generated by the various system users, as well as the documentation entered / registered at the central office.

Have tools to manage notifications, including means of electronic notification.	The CMS should have more efficient mechanisms for managing electronic notifications. However, the legislation needs to be adjusted to make this possible.
It has a statistics generation module.	The CMS must have a statistics module on procedural processing and other relevant elements of the Justice System.
Integrate and interoperate with the information and operational systems of other organs of justice.	The CMS must be able to interoperate with other information systems of the justice sector bodies.
The sentence enforcement court.	The CMS must have the necessary functionalities to control the enforcement of sentences in criminal proceedings or subject/sentenced to a criminal measure or sanction from the pre-sentence phase up to their release.

Table 1- Business requirements

3.2 Requirements

The user requirements, being considerable in number, have been grouped together for ease of presentation.

Reception

Requirement	Observation
Register the entry of a new process.	The new cases, subject to distribution, will be forwarded to a specific module that in the case of the Court may be called "distribution". In the Public Prosecutor's Office, a module called "Shift Magistrate" will have to be implemented, which will proceed with the analysis of the cases and order or not their registration and distribution.
To register all internal and external incoming documents (documents, files, evidence) in physical support.	This register will contemplate the classification of the mail (elaborate table / destination - join / distribute / shift / loose mail).
To register all incoming documents (documents, files, evidence) electronically (E-mail or digital	

portals) of all internal and external mail.	
Forward incoming mail and attach it to the various existing files, file section or files in the archive, assigning a sequential number for entry registration.	
To record the receipt of documents and files in relation to cases that have been referred to the Criminal Police agencies for investigation (delegated powers) / performance of acts and judicial acts	
Record the entry of loose files and distribution to the Shift Magistrate to determine the subsequent phase.	
Linking two or more documents in the inbound file.	
Enable the management of public attendance to register Verbal Complaints	

Table 2 - Requirements for use (Reception)

Distribution

Requirement	Observation
Adopt a distribution mechanism based on the criteria set out in the legislation.	The following requirements must be observed in the distribution: Unique Case Identifier Number (NUIP); Case Species (standardized table); Criminal Phenomenon - (standardized table); Criminal Classification (standardized table); Crime Type (standardized table); Complexity Levels (standardized table).
Allow the classification of the record	

according to the type of crime.	
Allow the process to be forwarded to the responsible section.	
Record the detailed information on the case file (Ministério Público) / case (Tribunal).	

Table 3- Usage requirements (Distribution)

Enquiry and Investigation

Requirement	Observation
Record the delegation of powers to the criminal police agencies.	
Record all research activities.	
Notify and record the testimony of the intervening parties.	
Allow the management of expertise.	Request for expertise, medical examination, report of examination of objects
Record the magistrate's decision.	Prosecution, dismissal or provisional suspension
Allow for the instruction of the request for an adversarial instruction.	
Allow hierarchical intervention and/or complaint.	
Scheduling of the evidence (Interrogations; Hearings; Statements, Statutory Medical Examinations, among others).	

Table 4 - Utilisation requirements (Survey)

Judgement

Requirement	Observation
To allow the judge to check the sanitation of the process (checklist) and to deal with any pending cases.	
Schedule the date of the trial and readings of judgements / rulings.	
Notify interveners of court orders and decisions.	This requirement applies at many stages of the proceedings. Notification may be of both the procedural parties and the other actors in the justice system, such as the Public Prosecutor, judges (if a collective trial), witnesses, declarants, defendants, offenders and lawyers.
Enable virtual trials (by videoconference)	It is not a requirement for immediate implementation, however, this functionality could be used in the Autonomous Region of Príncipe.
Allow the minutes of the trial to be recorded.	Preferably during the trial itself.
Allow the judge to write the sentence/judgment in the system.	
Scheduling the reading of the judgment or verdict.	
Issue the Criminal Record Card.	Currently, the Criminal Record Bulletin is issued on paper and situations have been reported where people with criminal records have scammed the issuance of the certificate. The Directorate General of Registry and Notary Affairs (DGRN) has an information system and, in this sense, the CMS must interoperate with this system so that the criminal registry information is intact.

Create a database of judgements and rulings.	The creation of a repository for magistrates to consult documents drafted by colleagues and which may serve as a basis for their decisions.
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Table 5 - Usage requirements (Judgement)

Costs and accounting

Requirement	Observation
To issue the payment slip for the court fee, fines and penalties.	The CMS should contain a procedural costs module to register the financial and accounting flows between the Public Prosecutor's Office, the Court, the procedural subjects and external entities (Banks), in addition to registering credits and debits.
To record the payments made by the parties and the court.	
Calculate the emolumental division.	
Allow for verification of accounts.	
Issuing and calculating loose acts	
Interoperate with banks to monitor payments of family pensions, labour and indemnities.	The Public Ministry receives the pensions and executes the payment to the beneficiaries. Interoperation of the CMS with the banking system for financial control of all justice-related payments will be desirable.
To execute the payment of family pensions, labour and indemnities.	

Table 6 - Utilisation requirements (Costs and accounting)

Notices and Announcements

Requirement	Observation
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Print Notices and Notices that are published on a mandatory basis.	The legislation requires certain procedures to be carried out in order to guarantee the transparency of the procedural process. For example, the publication of certain notices and edicts is obligatory. Currently, this is done by posting these publications on internal notice boards in the various organs.
Publish on electronic register Notices and Notices that are published on a mandatory basis.	The publication on a webpage aims to increase the accessibility of these publications to the public.
To have a search tool for Notices and Notices published electronically.	

Table 7 - Usage requirements (Calls and Notices)

Document Editor

Requirement	Observation
Allow editing of procedural document templates.	Systematisation and standardisation of the various models / templates. Each act (use of model / template) generated in the editor will correspond to a classification and the assignment of a case number.
Version control of procedural documents (templates)	
Provide text editing tool embedded in the CMS.	The CMS must have its own text editing tool, embedded in the system, so that users can edit documents without the need to resort to external automation and document management software.
Provide a tool for updating templates	The CMS must have a tool to massively update procedural templates according to variables defined in the application.

Table 8 - Usage requirements (Document editor)

Statistics

Requirement	Observation
Generate standardized case management statistics	Creation of standardized reports: Cases Entered; Cases Finished; Pending Cases; Congestion Rate; Resolution Rate; Performance Indicators; Average Duration of Cases.
Generate customizable statistics on procedural management	Creation of customised reports on procedural management according to criteria defined by the user.
To have management dashboards.	Creation of management panels to measure the efficiency and effectiveness of the Justice System, enabling gains in productivity, reliability and ease of access to information.
Create SDG panel	Creation of a dashboard to monitor the targets of the Sustainable Development Goals (SDGs) related to Justice.

Table 9 - Utilisation requirements (Statistics)

Seized goods

Requirement	Observation
Record and manage seized objects as evidence.	<p>Module for recording and managing all seized objects (evidence).</p> <p>Estate management.</p> <p>Classification by nature (Motor Vehicles / Motorcycles; Narcotics; Cash; Precious Metals)</p> <p>Management of the sale of assets declared forfeited to the State.</p> <p>Weapons - including firearms, ammunition and bladed weapons;</p> <p>Computers - as nowadays many computers, pen drives, HDs and other devices are seized, as well as mobile phones;</p> <p>Other or miscellaneous.</p>

Classify the seized goods.	
Managing seized assets.	
Define and control the destination of seized goods.	

Table 10 - Use Requirements (Seized Goods)

Archive Management

Requirement	Observation
To register and control archived documents and files.	Implementation of an Archive management module. Possibility of setting up a digital archive. Taking into account the condition of the buildings and the climate, a digital archive could be implemented
Locate archived documents and files.	
Digitize archived documents and files.	
Forward to a permanent custody institution (National Archive).	

Table 11 - Utilisation requirements (Archive Management)

3.3 Functional requirements

Interoperability

Requirement	Observation
Adherence to the technological standards defined in the NIF in all layers.	The preparation of the STP TIN is still in progress, in this sense it is important that there is alignment with the legal diploma that will make it compulsory.
The documents accepted by the CMS should be standardized in order to ensure interoperability.	Examples of document formats that can be adopted: Document/Publication type files - DOCX, ODF, PDF, PDF/A;

	<p>Exchange of graphical information and still images - W3C PNG, JPG, SVG;</p> <p>Video - MPEG, AVI, WMV, MOV, QT, MKV;</p> <p>Audio - MP3, OGG, AAC, WMA, FLAC, WAV, AIFF.</p>
The digital files processed through the CMS must have an established size limit.	The maximum sizes should be defined by the project implementation team balancing the available computing capacity and the needs of the process.
Scanned textual procedural documents from paper originals should be captured in PDF/A format.	<p>PDF/A is a file format for long-term archiving of electronic documents. It is based on version 1.4 of the reference PDF from Adobe Systems Inc. and is defined by ISO 19005-1:2005</p> <p>.⁴</p>
Procedural textual documents sent by external users, whatever the format, shall be automatically converted from the original format into PDF/A format.	
The transactions carried out through web services or programming interface - API, must adopt the technical specifications defined by the NIF, in order to ensure interoperability between the CMS and other technological solutions.	The technical standards for electronic services established by the NIF should be adopted, however, this recommendation is conditioned to the capacity of the bodies of the Justice System to adopt these standards.

Table 12 - Functional requirements (Interoperability)

User management

Requirement	Observation
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To have a register of users.	The user registry must contain the necessary and sufficient data to identify the user and include an identification key that guarantees the uniqueness of the user in the CMS. For example, the number of the Identity Card, Resident Card or Passport.
Carrying out communications between users by means of electronic mail.	In the operation of the CMS it will be necessary to use electronic mail for system communications. It is recommended to use exclusively the official e-mail service of the body, if it exists.
Verify the identification of the lawyers through validation with the identification document issued by the São Tomé and Príncipe Bar Association (OASTP).	This requirement should be implemented for both face-to-face and virtual interactions.
Associate the users of the CMS to access profiles and permissions related to the roles they can play in the procedural process.	

Table 13 - Functional requirements (User management)

Access control and permissions

Requirement	Observation
The authentication in SGP should be done through the directory service of the organ.	Using for example Microsoft Active Directory - AD / Lightweight Directory Access Protocol - LDAP.
Allow public access, without access control, to the Calls and Notices module of the CMS.	
To control the access to the different functionalities of the CMS in order to guarantee the appropriate security level according to the profile.	For example, by adopting a Public Key Infrastructure (PKI). However, considering the technological infrastructure

	conditions currently existing, multi-factor authentication mechanisms may be evaluated.
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Table 14 - Functional requirements (Access control and permissions)

Management of standardised tables

Requirement	Observation
To have a tool of standardized tables containing an initial taxonomy to support the procedural process.	
Allow management of standardised tables.	The standardised tables need to be updated frequently and the CMS must allow authorised users to edit the standardised tables.

Table 15 - Functional requirements (Management of standardised tables)

In addition to the general requirements described above, the specific requirements and functionalities that the system must contemplate are listed in greater detail below:

Case Management

- System has Case Categories and Subcategories that will allow cases to be categorized using defined drop-down list
- The ability to identify Linked Cases, which enables a user to establish a link to a Related or Associated case(s)
- The ability to maintain Case Status, also by updating case status inclusive of having case status details
- The ability to Sort Case Listing by any of the displayed fields
- Allow Parties to be added to Case(s), including:
 - Assign roles to parties
 - Set access rights for a party
- Allow Case Notes to be added:
 - Enable voice to text feature for notes capture
 - Allow internal, draft and published notes

- Allow for Case information to include, but not limited to:
 - Created Date
 - Case Number
 - Title
 - Status
 - Note
 - Amount
 - Instructions
 - Complexity
 - File Location
 - Assign Judge
 - Assign Prosecutor
 - Assign Court Clerk
 - Accusations by type
 - Type of the investigation by crime or complexity
 - Closure of the investigation (by type)
 - Date Closed
 - Legal Disposition Type
 - Summary
 - and Others
- The ability to auto-generate Case Numbers

Search

- Should allow for Person and Case Searches
- Have the ability to display case and person search results using one or more of the data fields below, and filter search results by sortable fields in ascending or descending order:
 - Case Number

- Case Title
 - Case Type
 - Case Subtype
 - Status of Case
 - Parties to the case
 - Judge
 - Prosecutor
 - Court Clerks
 - Type of crime
 - Complexity
 - ID number
 - Fiscal Number
- The ability to Search using Person and Case Attributes Allow for Export and Download Search Results
 - The ability to Sort case listing by any of the data field displayed

Document Management

- Ability to upload Document/s - additionally, convert document into PDF format as needed for E-Filing
- Ability to define Document Types and Document Categories:
 - Document Category can have one or more Document Types
 - Upload documents must have a specific Document Type The ability to display Document in their respective category
- Allow for Annotation on Document Ability to create Shared Document
- The user interface and folder directories which will be repositories for court documents should follow the labeling and coloring scheme depicted by the code of practice {"Court Practice Directions 2005,"}

Document Intake (Central Registry)

- The ability of the Central Registry of the Magistrate Court to receive all incoming documents for Civil matters. The following functionality will be required:
 - scanning and authorizing received documents
 - assuring they are deposited into the corresponding folders for the case.
- Central Registry should have the ability to receive documents via online e-Filing according to the prerequisites for e-Filing.

Diagram docket Labeling

- The ability to add a new document using the browser and be able to add Rich Text to the document and invite other users to collaborate on the document Allow for the opening of multiple case document at one time and easily move between the opened documents
- Ability to accept scan document
- Ability to accept multiple document formats
- Allow separate document view for judges, prosecutors, police forces, court clerks

eDockets

Allow for an e-Docket sheet functionality. Docket sheets keep track of everything that happens during the pendency of the case, as well as all documents filed in the case. Information on a docket sheet includes but is not limited to:

- Both civil and criminal case records should include docket sheets as part of the official file kept at the courthouse.
- A listing of all parties and participants including judges, attorneys, and trustees
- A compilation of case related information such as cause of action, case number, nature of suit, and dollar demand
- Attorney names and their appearances
 - Parties being represented and attorney for the parties
- Summaries of hearings

- Notes made by the Judge, Prosecutors, Policies, Clercks, etc.
- A chronology of dates of case events entered in the case record
- Judgments and case status
- Types of documents filed for certain cases
- The docket sheet is placed in case files immediately upon the creation of the file. The system will offer electronic access to case dockets to retrieve information.
- The e-Docket sheet will be electronic and attached to each case file upon its creation.
- It should be populated by the court clerk or Magistrate/ Judge during the life of the case until resolution.
- In a criminal case, the initial appearance and arraignment of the defendant will be noted on the docket sheet.
- The system will offer electronic access to case dockets to retrieve information.
- The data from the e-Docket will also be used to populate e-Calendar functionalities and for cross referencing availability of Attorneys between Magistrate and Supreme Court.

E-Notifications & Messaging

- Ability to provide a messaging system to send and receive messages Allow users to receive messages
- Allow users to create a message and send to another IJS (Integrated Justice System)
- Ability to View Messages, Filing and Tasks associated with the user cases Allow Task to be marked and read and completed
- Ability to setup email and message notifications based on data triggers
- Allow Configuration and setup Notifications for:
 - Case
 - Document Filing / Uploads
 - Fee
 - Hearing
 - Note

- Judgment / accusation
- New Account Approval
- Order
- Party
- Payment
- Task
- Allow Notification to be configured for Email, SMS and Internet.
- Allow Notification to be sent to:
 - Case Parties
 - A person with a specific role in the Case
 - Court, Prosecutor's General Office and Police Staff
 - Online listing of the e-Docket (similar to a message board for matters to be heard)
- Allow for a listing of cases to be heard on a given date, including the following information:
 - Date and time
 - Court Room
 - Magistrate
 - Type of matter
 - Case number
 - Parties to the case
 - Attorneys to the case

Notification system for Warrants (data exchange and update of status)

- Should allow for the development of a warrant database for the Magistrate court that will collect issued warrants by Magistrates and have ability to share services
- with Police database.
- Should support digital exchange data with warrant section of the Police
- The ability to manage data updates to assure information is current and accurate.

- The ability to Send updates to records in IJS and receive updates from IJS. The exchange of services with IJS system of Police will be a crucial part of the interoperability requirement.
- Assure data integrity with the verification process done by the Magistrate, ability to capture signature and approval of Magistrate to assure legitimacy.
 - Clerk seal
 - Warrant is noted in case management and part of e-Docket
 - Warrant is automatically cross checked against the case file
 - Warrant will need to be checked with Bail Bond Management Project
 - The court daily book is updated and automatically updates the e Docket with status.

E-Library

- The ability to upload documents that are reference in Cases:
 - Laws
 - Rules
 - Guidelines
 - Practice Directives
 - and Others
- The ability to Use Document indexing for rapid searches
- The ability to produce google like result of key word searches across multiple documents
- Be able to click on search result and go directly into document section where the key word was found
- Allow Searching by case title, relevant litigants, judge, date, jurisdiction, type of matter (civil or criminal)
- Ability to append documents from the e-library to docket filings
- Allow Lawyers and legal professionals to continually update the library with their case authorities, in searchable PDF format. This will allow for continuai expansion and lower burden of photocopying

Recording

- The ability to import Audio, Video and Transcription files to include as official recording of Case to the case file

- Should assign Audio, Video and Transcription files to Case

Custom Forms

- Should be able to create Custom Forms
- The ability to create any number of custom forms with any number of custom fields to capture Case and related information
- Allow Custom field to include:
 - Text
 - Date
 - Number
 - Dropdown list Allow
- Custom Field to be able to:
 - Have a default value
 - Be mandatory
- The ability to Associate Custom Form with Case Type or Case Subtype

Document Templates

- Should be able to create document template based on defined input fields for the following documents:
 - Court orders
 - Transcripts
 - Warrants (arrest, remand or committal)
 - Court Decisions
 - Witness Subpoenas
 - Witness and Defendant Summonses
 - Magistrate court dockets based on data already in IJS case files

Use Field/Tags

- The format of case labeling will be dictated by the Practice Direction, for example:
 - 2020/CEL/GEN/0001 {date/Type of case/Category/Number}
- Allow for the <CaseNo> in Document Templates will be used for the import/merge of data into the document workflows
- Ability to create and manage Task and Task types for each court
- Ability to create and manage Task template for different type of cases for each court
- Ability to import Tasks using Task templates

Manage related sub-tasks, documents, fees, payments, e-Filing, etc.

- The system must have an E-filing platform for electronic filing via a secure web interface inclusive of, but not limited to following capabilities:
 - Document Upload
 - Security & Access Control
 - Notification & Messaging
 - Anywhere, Anytime Access
- Ability to categorize two (2) user groups for e-filing:
 - Regular Users (lawyers and litigants)
 - Institutional users (Department of Public Prosecutions, Office of Attorney General)
- Must allow litigants to file documents electronically, by using a secure internet-based portal and by uploading a document to initiate a case Must provide an option (button and/or menu) to 'File' (upload) a document
- The ability to apply the following data to the document during the 'E-Filing' process
 - Case No.
 - Page No.
 - Filed Date
 - Court Seal (Watermark)
- Allow for a web portal (for use at the courthouse or remotely) or kiosk through which litigants/defendants can complete current paper forms electronically Allow for document input by:

- On-line upload
- Through kiosk
- The ability to create and submit cases
- The ability to Upload Document/s to existing cases
- Allow for the upload of documents via USB, or similar device The ability to view uploaded document/s and related
- The ability to view case information and case details such as:
 - Case Information
 - Documents
 - Notes
 - Status
- Every user must first register to be able to login to the system to access Allow user to have strong password based on best practice
- Should include "forgot password" feature Should include "remember me" feature
- Must confirm email address (email verification)
- Should have a security feature on registration page to ensure that user input has not been generated by a computer, such as reCaptcha or similar
- Should allow the scanning of identity card for registration
- Allow for OCR (Optical Character Recognition) to transform into digital format
- Should allow login using credentials issued from registration process to access system
- User must accept Terms & Conditions on registration page User must be assigned a role and security permissions
- User must access permission based on user role in the system
- The ability to assist users with uploads by providing help text ad/or instructions as a guide
- Allow access to the user guide and video tutorials, as Help Option
- The ability to prompt user of Filing Acknowledgement (personal data should be redacted), and prescribe format for filing
- Should mark fields that are mandatory

- Should allow for digitized files to be placed in the CMS and then verified
- Should have a checklist against which each type of document is examined to verify information completeness and for review.
- Allow for the approval of the court, for assurance of user validity
- The ability to generate a secure signatures, with assurance level substantial or high, in accordance with our Act.
- Ability to have email feature as part of the e-filing workflow, upon completion and verification
- Should allow e-filing, once completed, to move into CMS and indexed for further actions
- Allow for e-payment functionality, to be able to pay for e-filing Ability to manage fee types and fee amounts for each Court Ability to Setup amount, effective date, expiry date for a fee Allow all Fees to be grouped in invoices
- Ability to generate invoices and invoice numbers Ability to manage payments against a fee
- Ability handle partial Payments
- Allow payment to be applied to an invoice and be paid by Cash, Cheque or Credit Card

e-Schedule

- Needs to be configurable to match the evolving scheduling needs of the Supreme Court
- Allow for View Calendar in Day, Week and Month Views
 - Color-coding for calendars
 - Offline viewing in mobile device
 - Share calendars with others
- The ability to add a Calendar item
- The ability to include Holidays and Special Court days in the Calendar
- Allow for the setting of a configurable time between Calendar events
- Allows for a feature to Check for Calendar conflicts for, but not limited to:
 - Judge, Prosecutors, Clerks, etc.
 - Time slots
- The ability to Filter Calendar by, but not limited to:
 - Event Types

- Hearings
- Judge or Judge Panel
- Attorney
- Policies
- Prosecutors
- Location and/or Room
- Court (Magistrate, Supreme and Coroners)
- The ability to Export Calendar items
- Allow for connectivity with Court e-Docket for import of attorneys, parties to a dispute, dates for hearings and deadlines for submittal of documents.
- Allow for interoperability with IBM Notes/ domino for Calendaring and Scheduling; Google Calendar
- Allow for the calendars to share information, dates, events, availability request calendar events, as well as send updates to events.

Jury Module

- The ability to import potential jurors from multiple sources such as voter registration rolls and national identification records
- The ability to randomly selects jurors for any type of trial
- The ability to manage assignment of individuals in a general jury pool to trials Must that are ready for jury selection
- Allows for the exclusion of individuals from random selection if they have served within a specified time frame
- The ability to automatically calculate jurar payments and completes payments
- The ability to maintain permanent status, such as deceased, which excludes individuai s from being selected for future juries
- The ability to create jury reports including jury listing Praces-verbal, and other needed jury reports
- The ability to track jurors thraughtout the pracess including summons, pre-court disqualificat ions, attendance, dismissal, and selection to serve on a specific jury Ability to maintain a history of juror service

- The ability to generate documents including summons and questionnaires The ability to provide for web updates of jury status information
- Allows for a database of all the jurors

System Administration

Allow for the System Administrator's function to include, but not limited to:

- User Profiles
- User Roles
- User Groups
- Case & Subtypes
- Document Category
- Document Types
- Document Templates
- Actions
- Action Templates
- Case Status
- Disposition Types
- Notifications
- Fees
- Customize Form
- Holidays
- System Settings

Monitoring, Evaluation & Reporting

- The ability to automate the production of customizable reports, lists, charts, and "Public Views".
- Allows reports, charts and graphs to be exported to common word processing software
- Allows for Visualized case performance information with an interactive data, visualization toolkit,

(reports, lists, charts) tracking the progress of ongoing case activities and revealing trends, inefficiencies or bottlenecks.

- The ability to generate reports with information on the final disposition of a case versus what cases are still pending.
- Provides a logged in user with a Dashboard View of their assigned cases:
 - Display case and person dashboard information
 - User Tasks
 - Upcoming Calendars Items
- Graphical presentation of the Case Status, Case Type and attachments
- Provides a Dashboard View of all cases if the logged in user is authorized to view:
 - Display case and person dashboard information
 - User Tasks
 - Upcoming Calendars Items
 - Graphical presentation of Case Status, Case Type and others

3.4 Non-functional requirements

Security

Requirement	Observation
Protect the documents of court proceedings under secrecy with robust security mechanisms.	Variables that should be considered: - Profile of users - Type of procedure
Control access to court proceedings by security levels according to the profile of the users.	
Classify CMS data according to information classification and access levels.	
Guarantee the non-repudiation of digital documents.	

Record all CMS transactions in transaction history (logs).	It should allow traceability of access to court proceedings, future audit and material evidence.
Synchronise the time of the computers on which the CMS will be hosted (server) and on the users' workstations.	
Register access to sensitive data held by the application.	
Verify audit trails in a manual or automated manner.	
Protect audit trails from being altered and removed by all users.	
Provide mechanisms that unequivocally identify its authorship.	

Table 16 - Non-functional requirements (Safety)

Usability

Requirement	Observation
Be accessible for all users, including people with severe functional, sensory or physical limitations.	
Optimise data entry by using standard values and/or most frequently used values at the beginning of the user list.	Good practice adopted in Portugal (e.g. type of crime).
Perform operations that can be automated without the need for user intervention.	
Provide functions for the user to cancel, undo or redo a task or action.	

Table 17 - Non-functional requirements (Usability)

Availability

Requirement	Observation
Be available for operation by users at all times (24/7).	Be available at all times (24/7).

Keep record of any unavailability of operation for the purpose of guaranteeing procedural deadlines.	The digitalisation of procedural management creates new situations that should be provided for by legislation. The operation of the CMS should be auditable to verify any unavailability that may affect procedural deadlines.
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Table 18 - Non-functional requirements (Availability)

Security

The solution should implement security model and mechanisms which provide identification and authentication of users.

The solution should implement security model and mechanisms which provide prevention of unauthorized access to resources and the use of a resource in an authorized manner.

The solution should implement security model and mechanisms which provide protection of the confidentiality and integrity of information throughout its entire lifecycle.

The solution should implement security model and mechanisms which provide encryption of information during transmission over unsecured communication channels.

The solution security implementation should be specified and documented by the vendor. The Vendor will need to consult the Supreme Court management on the most appropriate cyber security framework (e.g.: NIST Cybersecurity Framework Vs. ISO 27002 Vs. NIST 800-53)

Resource Auditing

The solution should provide proper auditing of all data resources, inclusive of the details associated with creation, modification and deletion operations. These details should include the identity of the user performing the operation, and the operation timestamp.

All deletions should be soft deletes in which the "deleted" resources are either logically marked as deleted or are moved to an online archive.

The solution must retain a copy of all data resources which are transmitted to external systems.

Performance

The solution is expected to have the following performance characteristics under peak load:

- 90% of all user inquiry transactions should be completed in 2 seconds

- 90% of all user update transactions should be completed in 3 seconds
- The remaining 10% of user transactions (both inquiries and updates) should be completed in 5 seconds

Reliability

The solution for any set of inputs should consistently produce the same correct results under different system operating conditions and loads

Availability

The solution is expected to be available 24 hours per day, 7 days per week.

The allowed downtime for regular maintenance is 2 to 4 hours per month

Solutions for business applications must provide a test environment.

Solutions for business applications should provide for automatic failover between the production and the disaster recovery environments.

Solutions for business applications must provide for real-time replication between the production and disaster recovery environments.

Fault Tolerance

The solution should implement proper exception handling at all layers.

The solution must be able to recover from exceptions relating to communication failures with external or remote systems.

The solution must ensure atomicity of transactions such that if any element of a transaction is not successful then the whole transaction is roll-backed completely.

The solution must ensure that no transaction failure will result in irrecoverable data loss. The solution must report back all relevant exception and error messages with clear instructions on recovery methods and next steps.

Supportability

The solution should be modifiable, extensible, and evolvable so as to allow for the future addition of new functionality, features, and capabilities, and exploitation of new technologies.

Configurability

The behaviour of the solution should be controlled through configuration.

Changes to configuration should not require the modification of source code or redeployment of any packages or compiled objects.

Database tables should be used to store the configuration that controls the solution behavior. This

configuration should be loaded automatically at runtime.

Scalability

The solution should have the ability to easily expand to accommodate additional users and additional transactions and data as the additional users are added.

Configuration Management

All of the source (i.e. software program codes, database object codes, configuration files, operating system scripts, and system documents) for the solution must be maintained under version control software.

Human Factors

The solution should be intuitive and easy to use by users without prior training.

The solution should be easy to learn and should allow users to efficiently complete tasks once they have learned the solution.

The solution should be designed to limit the quantity and severity of user errors and should provide the user with clear error messages and instructions on error recovery.

Language and Localization

The language for the solution is English.

Client Environment

The solution should support web browser based thin-clients and should communicate using HTTP/HTTPS over the standard TCP/IP ports.

The solution should be able to operate correctly with reasonable efficiency and response times on computing devices with the following specifications:

- Web browsers - Mozilla Firefox (last two versions), Apple Safari (last two versions), Microsoft Edge, and Google Chrome (last two versions)
- Java Virtual Machine (last two versions)
- Display resolution - 1024 x 768 pixels and higher
- Network speed - 56 Kb/s and higher

Note: The necessary hardware and infrastructure is not within the scope of this requirements document

System Integration

The ICMS will be required to have the capacity to import and export data without ongoing support by the software vendor

The ability to customize and automate import and export utilities, with date specification and transaction receipts is highly prioritized

The import/export programming language must either be open, or a reliable and flexible data transfer and must be integrated with the software to facilitate the secure and reliable transfer of data between multiple and diverse external systems

Security and Privacy - Cybersecurity Standards

The solution should implement a security model and mechanisms which will:

- Provide identification and authentication of users.
- Prevention of unauthorized access to resources and the use of a resource in an authorized manner.
- Protection of the confidentiality and integrity of information throughout its entire lifecycle.
- Encryption of information during transmission over unsecured communication channels.

AuditTrail

The audit trail should include user activities, access to data, login attempts, administrator activities, or automated system activities.

Audit records will contain elements which include:

- What the event was
- What user, system or application launched the event (this information should include IP address and device type)
- The date and time the event occurred

Data Retention

The Supreme Court will draft a data retention policy in line with National Legislation and International requirements to ensure that captured data is properly stored and disposed.

Error Handling

Error handling will be covered under the initial contractual software warranty period. The customization performed by the vendor for the courts may require debugging based on customer feedback after official release and customization. This will be covered under the warranty period.

System Functionality and Performance Validation

The validation will be conducted prior to full roll-out in a test environment.

The functional requirements will be tested against the installed system in a test/validation environment.

Testing will be conducted by inputting test cases and scenarios, created by the vendor.

The test cases will identify inputs, actions, or events and expected responses to determine if a feature of the application is performing as required.

To maximize time and resources, the vendor shall produce test cases that will be written in a manner to have the highest likelihood of uncovering as many errors as possible with as few test cases as necessary.

The testing will utilize Business Process Mapping as a guide to the testing.

A requirements traceability matrix will be developed during this phase, by the vendor, to trace the requirements to the test case and throughout the remaining steps of the software validation activities.

Training Requirements

The vendor, along with the courts shall ensure that all users must be adequately trained in the use of each module, function, feature, screen and buttons and icons on each screen

The users must be able to understand the purpose and the proper use of each of the above

They must also be able to understand and interpret error messages and instructions displayed / popped up on the screen

The vendor shall provide a description of their approach to delivering training

The vendor shall provide a preliminary training plan detailed descriptions of training courses to be carried out, including:

- Course title
- Learning or training objective
- Class size and composition
- Course duration
- Training sequence (relation to other courses)
- Class outline (subject area, topics and critical learning points)
- Delivery methods
- Locations of course offerings

The firm shall provide a description of their approach to updating the training plan as details of training requirements are finalized during the course of the project.

A detailed training schedule, including the dates, areas covered, time and the training literature (to be supplied to all the parties involved in this process) at various stages of the cycle must be provided in the technical proposal.

Documents and Manuals

The vendor shall be responsible for developing manuals listed, but not limited to the below:

- Equipment (hardware & software) architecture and design, inclusive of security any database design
- Build and deployment guide

- Administration, configuration, and operational guides
- Training Manuals
- User Manuals
- Configuration Document

Maintenance, Support and Warranty Requirements

In addition to normal three (3) months warranty coverage, the Supreme Court requires that the Vendor provide the on-going maintenance costs for the software and service provided as part of this procurement for a three (3) year period following the warranty period.

The Vendor shall include a detailed Warranty, Maintenance and Support plan in its tender, including:

- Warranty period for three (3) months
- On-going support for all software components of the solution for a period of three (3) years, three (3) months (3 warranty plus 3 maintenance), including:
 - Distribution, documentation, and installation of patches and upgrades
 - Bug fixes
 - Rectification of any issues which hamper normal business
 - Modifications / customization / configuration to meet any minor new application functionalities / reports requirements. Minor requirement shall be defined as those which require less than 60 person days of programming efforts
- The SLA times that are proposed to respond to trouble tickets, resolution times and inquiries.
- Make qualified personnel available to the Supreme Court by telephone, via a domestic or toll-free line staffed during business hours of The Bahamas, for the reporting of non-conformities or other problems with the system. During the Warranty Period, such telephone service to Supreme Court shall be unlimited.
- During or as a result of telephone conferences, or electronic exchanges, the Vendor shall make every reasonable effort to correct such Non-Conformities or to resolve such problems. If any such Non-Conformities or problems are not corrected within four (4) hours of the initial Telephonic Contact, Vendor shall send qualified maintenance personnel to the project sites upon the conclusion of such four (4) hours, and such personnel shall ensure that such non-conformities are resolved.
- The Vendor shall commence the work necessary to remedy defects or damage in accordance with specifications in the contract.
- The successful Vendor shall be required to enter into Source Code Escrow Agreement as part of the support contract.
- For outright purchase Vendor shall provide maintenance contracts inclusive of all consumables (annually and/or on a three year agreement).

4. Methodology

The working methodology for this task is based on the premise that, at a minimum, the provider will adopt an approach that (1) Locates a portion of the provider's staff in São Tomé and Príncipe; (2) Works in collaboration with the judges, prosecutors, justice officials and administrative officials appointed by the government of São Tomé and Príncipe; and (3) adopts an operational plan approved by the government of São Tomé and Príncipe.

The supplier, in collaboration with the UNDP team, is expected to provide guidance and support to the working groups created for the customization of the CMS.

The supplier must demonstrate how it will achieve the technical requirements and explain in technical proposals the methodology to be adopted in the implementation of the main modules of the CMS.

The supplier may propose the use of a project management tool, preferably opensource, highlighting that it should be made available to users at no additional cost.

5. Products and Timetable / Expected Results

While the respondents of this Request for Proposals are encouraged to draw up a detailed implementation schedule, it is stressed that the implementation of the CMS should be swift and carried out in an interactive and incremental manner. In this sense, the Section-Central and the Penal module should be implemented and put into production no later than twelve (12) months after the signing of the contract.

The Project Plan, to be prepared by the respondents, should contain an implementation process and the methodology that will be used to achieve the timeline targets.

The schedule should indicate the customization stage of the work processes (workflow) of the CMS based on consultations held with judges, public prosecutors, justice officials, justice officers, criminal police bodies and administrative staff of the Justice Systems organizations indicated by the Ministry of Justice, Internal Administration and Human Rights.

The bidder must indicate all information technology infrastructure requirements, including the resources for operation of the application in the datacenter and user workstations.

The development and customization phase will be carried out in a series of *sprints*, in which automated and manual tests will be carried out to define adjustments in conjunction with the technical specialist indicated by UNDP.

User Manual and Administrator Manual, as well as all the technical documentation.

The supplier shall conduct training for INIC staff to support the operation of the CMS in the data centre.

The provider should conduct training for Judges, Prosecutors, court clerks, court staff and administrative staff.

The following deliverables are summarized below:

- Create a Work Plan and corresponding timeline will be submitted within the first two (2) weeks of the consultancy.
- Create a System Design Document for the ICMS aligned with all requirements, and a Requirements Traceability Matrix (RTM)
- Implement the Integrated Case Management System, with any customization
- Conduct User Acceptance Testing (UAT) using test scripts and RTM
- Create Training Plan, inclusive of Systems Manuals, Training Manuals, Operational Guides and other training aids such as videos and tutorials
- Deployment of a test and training environment
- Conduct training for all users, in accordance with Training Plan

6. Key performance and service level indicators

○ **Development phase**

The supplier will be responsible for providing information on customisation, eventual development of new functionalities, testing and implementation.

The Ministry of Justice, Internal Administration and Human Rights, with support from UNDP, will be responsible for providing a server or renting a virtual cloud server, a domain and connectivity for the initial implementation, all testing and final implementation

Technical documentation of the application must be provided. It is acceptable that the documentation and code shared with the Government of São Tomé and Príncipe be in English.

Full instructions for implementation, functional testing should be provided.

The system should be developed using industry standard development tools and programming languages available at no cost under licences.

All components necessary for the operation of the CMS must be compatible with the infrastructure available in the government datacenter (Annex 01).

During the development phase, the INIC staff should be trained and capacitated to learn to perform all procedures, according to the best practices, tending to the backup, in addition to the necessary knowledge to contribute with the coding in the customization process.

- **Post-development support and testing phase**

After the end of the development and customization of the CMS, the supplier will need to conduct collection through questionnaires and/or interviews with key user groups in the judicial organizations and the UNDP focal point. Then, if necessary, implement a stage of adjustments, testing and updating. Six months after the public launch of the CMS, another round of feedback, adjustment, testing and updating will be required.

7. General conditions

Industry standard software development, coding and quality control methods must be implemented, the coding and quality control methods, with complete documentation of the source code and internal system functions that shall be delivered (documentally) to the INIC.

Three-year guarantee after the date of entry into production, in particular as regards deficiencies at source code level (programming) and functional nonconformities will be corrected within an acceptable period of time without additional costs to the client

The CMS must implement multiple security layers: network layer, database layer, application layer, API layer and archive.

The CMS should be implemented adopting recognized processes to mitigate information security risks, such as code-injection, cross-site-scripting, SQL injection, and other types of cyber threats. In addition, it must adopt an authentication and authorization method in all modules and management of user sessions. In addition, all user passwords should be stored in hashed format.

8. Governance and accountability

The provider will work under the direct supervision of UNDP Sao Tome and Principe and the Ministry of Justice, Internal Administration and Human Rights, with the experts appointed as focal points.

The development process, validation of compliance with the requirements and evaluation of the results will be supervised by the experts.

The supplier is expected to send updated information on progress made, the status of activities, the timeline update, in addition to identified risks that need some action from stakeholders to the focal points indicated by UNDP, at a periodicity to be agreed upon.

9. Expected duration of the contract

All Cycle I deliverables of the CMS implementation must be completed no later than eighteen (12) months after the signing of the contract.

A post-implementation technical and functional support period of two years is expected.

The products and schedule for the other Cycles will be defined in a separate contractual instrument at a later date.

10. Duty Station

a) Direct support activities to the implementation of the Process Management System should be carried out in Sao Tome and Principe.

b) Part of the customization and development activities of the CMS can be carried out remotely at the supplier's head office.

c) The focal point indicated by UNDP will support the supplier in scheduling the initial meetings with key actors and participate in the activities according to the agreed work plan.

11. Professional Qualification of the Selected Supplier

The selected supplier's team must have previous relevant experience in the design, development, customization, implementation and support of IT system solutions for Process Management Systems. Experience of implementing such type of system in developing countries, especially Small Island Developing States (SIDS). You will also be expected to have extensive fieldwork experience in an African development and international cooperation context, experience in transparency practices and stakeholder participation being essential.

12. Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required):

The Firm will answer to the Project Manager and work with an assigned Coordinator to:

Analysis

- Conduct a comprehensive analysis of the functional and non-functional requirements of Supreme Court
- Use data from the "Preparation of a Roadmap for the Design and Implementation of an Integrated Justice Information System for Case Management (IJIS)" document on current practices/protocols/ approaches, as well as country context, and other country specific issues related to the deliverables
- Determine further system requirements, and data on expected performance (task analysis) and actual performance (using surveys, interviews, observations, tests and records)
- Create a Requirements Traceability Matrix (RTM), after validating the requirements

Design and Development

- Create a System Design Document for the ICMS aligned with all requirements, and specifying the construction details of the system, how each system component's interaction with other components and external systems, and the interface that allows end users to operate the system and its functions. Describe how the system will satisfy requirements.
- Design forms/screens/wireframes and other software artefacts to closely reflect the courts' expectations;
- Advise vendors (where applicable) and development team on business context and details to ensure that requirements are correctly interpreted and covered in system development;
- Create Test Plan, and update RTM.
- Create Training Plan, in accordance with requirements for training, inclusive of Systems Manuals, Training Manuals, Operational Guides and other training aids such as videos and tutorials
- Develop and install the ICMS solution, inclusive of any customizations, of products and services based on the results of the approved System Design Document. Installation will be within The Bahamas Government's Data Centre, with replication in the Disaster Recovery site.
- Assist in the building and maintenance of test databases for testing the integrated case management system with respect to conformance with user requirements, performance, security and other software quality attributes;
- Prepare and submit reports on work progress on a regular basis;

Conduct Feedback and Evaluation which will ensure that:

- Participate in system testing and user acceptance testing and follow up on fixing of incidents;
- Prepare and update relevant technical and user documentation and produce online help to assist with all software changes;
- Validate intermediate and final deliverables of the software development life cycle;
- Conduct training of all users, supplementing also with manuals and guides;
- Provide Post implementation support and maintenance.

13. Team Composition & Qualification Requirements for the Key Experts

13.1 Consulting firm Overarching Qualifications and Experience:

- At least ten (3) years professional experience with demonstrated competence in designing and implementing Integrated Case Management System (ICMS) in Justice Sector. Such demonstrated competence and proven success record will include and is not limited to providing advice and recommendation on System hardware and software.
- A minimum of three (3) client references who will prove the firm and product's competence and, professionalism, based on previous contractual relationships
- Demonstrated knowledge and skill in managing Case Management Projects requiring experience working with a wide range of interagency stakeholders and Focal Point team members representing requisite Ministries, Departments and Agencies.
- Experience in working with large, diverse organizations, the Public Sector in small island states and/or Africa are strong assets.

The Consulting firm should have expertise in the following:

- Strong troubleshooting skills to identify positives and negatives of solutions;
- Reviews of software requirements, software design, prototypes and other relevant software artefacts;
- Excel in operations and systems analysis is also necessary;
- Excellent in IT infrastructure and Cloud Technologies,
- Assessing technology hardware and software needs as well as present and future state requirements;
- The ability to work with modeling, creating systems and processes that include data migration and organization in accordance with the needs and requirements of multiple stakeholder groups;
- Strong skills in validating requirements and models in conjunction with stakeholders;
- Recommending standard integrated case management practices to be embedded into the software;
- Developing comprehensive test scripts in collaboration with stakeholders;
- Validating intermediate and final deliverables of the software development life cycle;

- User training and support, with good knowledge of contemporary IT technologies;
- Project Management experience;
- Strong problem solving skills.

13.2 Supplier Team Profile

The supplier's team must be made up of specialists capable of implementing the contracted work plan. In this sense the team of interested companies should have the minimum professional profiles listed below. The bidder may indicate more than one professional for each profile, this being a definition of the bidder. It is important to highlight that the competences must be proven documentally.

Furthermore, part of the team must be based in Sao Tome and Principe during the customization and implementation phase and during the post-implementation support period.

Minimum profile of the São Tomé and Príncipe-based team during implementation and post-implementation support:

Team Leader: at least a Master's degree in Computer Science or Computer Engineering from an accredited educational institution and or related background/qualification at a Master's Degree level and at least 5 years' experience managing teams tasked with designing and implementing an Integrated Case Management Systems (ICMS) or similar solution. Skills in Project and Product Management. Excellent verbal and written communication skills is a must.

Solutions Architect: at least a Master's degree level or equivalent in Computer Engineering from an accredited educational institution and at least 5 years' experience designing, developing and implementing case management solution or similar, with demonstrated knowledge and skill in system analysis. At least 5 years in IT Architecture and Standards, and Cloud development. Excellent verbal and written communication skills is a must.

Solution Developer: at least a Master's degree from an accredited educational institution, in Computer Science, or related field, with a minimum of 5 years prior experience in Computer Programming, System Analysis, Software Debugging and Testing, for the design, development and implementation of a case management system. Also have demonstrated knowledge and skills in development languages and tools. Additionally, knowledge and skill in at least one common Software Development Methodology.

Systems Analyst: at least a Bachelor's degree from an accredited educational institution, in Computer Science or a related field; at least 5 years' experience analyzing, and designing systems for implementation.

Demonstrated knowledge and skills in system analysis and design, IT Architecture and Standards. Excellent verbal and written communication skills is a must.

UX/UI Designer: at least a Bachelor's degree from an accredited educational institution, in Computer Science or a related field; at least 5 years' experience creating wireframes and prototypes for designing, developing and implementing systems for an Integrated Case Management System or similar. Excellent verbal and written communication skills is a must.

Trainer: at least a Bachelor's degree from an accredited educational institution, preferably in adult education or human resource development with a specialty/certification in facilitation; at least 5 years' prior experience in facilitating content for front end and backend usage to diverse audience groups. Knowledge of Integrated Case Management System or similar. Excellent verbal and written communication skills is a must.

14. Payment Schedule:

This assignment should be completed during the period of 12 months

- 10% on submission and acceptance of Work Plan and corresponding timeline
- 15% on submission and acceptance of System Design Document for the Integration Case Management System (ICMS)
- 50% on submission and acceptance of Implementation of the Case Management System
- 15% on submission and acceptance of User Acceptance Testing (UAT) inclusive of test scripts and RTM
- 10% on submission and acceptance of the development and application of training and all training materials.

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	<input checked="" type="checkbox"/>
▪ Form B: Bidder Information Form	<input checked="" type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input checked="" type="checkbox"/>
▪ Form D: Qualification Form	<input checked="" type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input checked="" type="checkbox"/>
▪ Form H: Proposal Security Form	<input type="checkbox"/>
▪ [Add other forms as necessary]	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

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

▪ Form F: Financial Proposal Submission Form	<input checked="" type="checkbox"/>
▪ Form G: Financial Proposal Form	<input checked="" type="checkbox"/>

Form A: Technical Proposal Submission Form

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

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

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

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

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

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

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

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

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

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> 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:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney

Form C: Joint Venture/Consortium/Association Information Form

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

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

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

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
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We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

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

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

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Form D: Qualification Form

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

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

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> 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)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

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

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

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

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

Financial Standing

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

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

Current Ratio			
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☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

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

Form E: Format of Technical Proposal

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

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

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

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

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

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

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i> <ul style="list-style-type: none">▪ Name of institution: [Insert]▪ Date of certification: [Insert]
Employment Record/ Experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
References	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert] Reference 2: [Insert]

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

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

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

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

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

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

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

Name: _____
Title: _____
Date: _____
Signature: _____

[Stamp with official stamp of the Bidder]

Form G: Financial Proposal Form

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

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

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

Currency of the proposal: [Insert Currency]

Table 1: Summary of Overall Prices

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

Table 2: Breakdown of Professional Fees

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

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			

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	%	Total
• Deliverable 1 submission and acceptance of Work Plan and corresponding timeline	10%	
• Deliverable 2 submission and acceptance of System Design Document for the Integration Case Management System (ICMS)	15%	
Deliverable 3 submission and acceptance of Implementation of the Integrated Case Management System	50%	
Deliverable 4 submission and acceptance of User Acceptance Testing (UAT) inclusive of test scripts and RTM	15%	
• Deliverable 5 submission and acceptance of the development and application of training and all training materials.	10 %	

Form H: Form of Proposal Security

**Proposal Security must be issued using the official letterhead of the Issuing Bank.
Except for indicated fields, no changes may be made on this template.**

To: UNDP

[Insert contact information as provided in Data Sheet]

WHEREAS [Name and address of Bidder] (hereinafter called "the Bidder") has submitted a Proposal to UNDP dated [Click here to enter a date](#) to execute Services [Insert Title of Services] (hereinafter called "the Proposal"):

AND WHEREAS it has been stipulated by you that the Bidder shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security in the event that the Bidder:

- a) Fails to sign the Contract after UNDP has awarded it;
- b) Withdraws its Proposal after the date of the opening of the Proposals;
- c) Fails to comply with UNDP's variation of requirement, as per RFP instructions; or
- d) Fails to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the contract effective.

AND WHEREAS we have agreed to give the Bidder such this Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Bidder, up to a total of *[amount of guarantee] [in words and numbers]*, such sum being payable in the types and proportions of currencies in which the Price Proposal is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of *[amount of guarantee as aforesaid]* without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

This guarantee shall be valid up to 30 days after the final date of validity of bids.

SIGNATURE AND SEAL OF THE GUARANTOR BANK

Signature: _____

Name: _____

Title: _____

Date: _____

Name of Bank _____

Address _____

[Stamp with official stamp of the Bank]