

REQUEST FOR PROPOSAL (RFP)

To: Companies/	DATE: August 12, 2022
Organizations	REFERENCE: 181-2022-RFP-UNDP-RTC-@
	Facilitation in elaboration and introduction of the international quality standards to the SMEs of the Sughd region
	Содействие в разработке и внедрении международных стандартов качества для МСП Согдийской области

Dear Sir / Madam:

We kindly request you to submit your Proposal to implement Organization series of events within the Startup Choikhona initiative.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Thursday**, **August 25**, **2022**, by **12:00 local time** via email address below:

elbids.tj@undp.org (for offers only)

All queries for the proposal should be sent to the attention of Procurement Unit at procurement.tj@undp.org

Your Proposal must be expressed in the Russian or English and valid for a minimum period of 90 days

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

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

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

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

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

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

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

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive **procurement process. In the event that you** believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: http://www.undp.org/procurement/protest.shtml.

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

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

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Firuz Khamidov Operations Manager/ARR 12/08/2022

Description of Requirements

Context of the	Facilitation in elaboration and introduction of the international quality standards to the SMEs of the Sughd region
Requirement	<u> </u>
Implementing Partner of UNDP	"Accelerating Post COVID-19 Economic Recovery through Improved Livelihood, Employability, and Regional Cooperation in Ferghana Valley" projects
Partner of UNDP	
Brief Description of	The main purpose of the project is to identify gaps and challenges in the activities of 6 SMEs of Sughd region, to develop a plan on the elaboration and implementation of the
the Required	international quality standards in these SMEs, to determine the level of compliance of
Services ¹	the SMEs' economic activity, facilities, technologies and staff to the
	regulations/requirements of the implementing international quality standards,
	facilitate in the development and implementation of the measures on the
	harmonization of the SMEs' economic activity, facilities, technologies and staff to the
	regulations/requirements of the establishing international quality standards, develop
	necessary materials on the implementation and monitoring methods of the standard
	and support in the registration and certification of the SMEs to the international
List and Description	standards.
List and Description	In close collaboration with UNDP, develop a detailed methodology with the workplan
of Expected Outputs to be	on the activities for the international standards elaboration to the processes of 6 SMEs of Sughd region.
Delivered	Conduct an assessment of the current management system of 6 SMEs in Sughd region
Delivered	through identification of the problem areas, inconsistencies of processes with the
	established standard and level of compliance of the SMEs' economic activity, facilities,
	technologies and staff to the regulations/requirements of the establishing
	international quality standards.
	In close collaboration with UNDP, develop the training materials (i.e. audio-video
	materials, handouts, methodologies and etc.) for the training of the personnel of 6 SMEs.
	Conduct training of personnel 6 SMEs in Sughd region on the theoretical part of the establishing standards as well as familiarize them with the basic requirements for the implementation of the international standards.
	Based on the results of the conducted assessment and according to the procedures
	and regulations of each standard, develop management system processes and
	principles for monitoring these processes and harmonize the SMEs' economic activity,
	facilities, technologies and staff to the developed management system processes and
	their monitoring principles of the establishing international standards.
	Develop practical tools, documentation and methods based on the developed
	management system processes and their monitoring principles materials on the implementation and monitoring methods of the standard.
	Facilitate the elaboration the developed management system processes, monitoring
	principles, methods and tools required for the standards to the SMEs production and
	management system in line with requirements of the establishing standard and
	support in the registration and certification of the SMEs to the international
	standards.
	Develop final progress report on the conducted activities and submit the report for
	the UNDP's revision, coordination and approval.

Person to Supervise the Work/Performance of the Service	UNDP, SED Cluster, Project Manager / Economic Development Advisor
Provider	
Frequency of	Interim and final reports
Reporting	
Progress Reporting Requirements	Contractor is responsible for submitting the interim and final reports. Programmatic reports must conform to the requirements specified in the Contract and Annexes, signed between the contractor and UNDP.
	In addition, the Contractor should provide to UNDP, as evidence of delivered services, all photos and other visual materials, participants satisfaction survey etc collected/made during this project. Printed and electronic versions of reports should be delivered to UNDP. Electronic version of the report should be saved as MS Word. All reports must be typed in ARIAL, size 11, Size A4. The title page, with the title of the project and the author, should contain the logos of UNDP-Russian Trust Fund for Development.
	☑Target areas: Sughd region
Location of work	
	☐ At Contractor's Location
Expected duration	October 2022 – March 2023
of work	
Target start date	October, 2022
Latest completion	March, 2023
date	19101011, 2023
date	Targeted areas
Travels Expected	raigeted areas
	Target areas: 6 Small and Medium Enterprises in Sughd region
	N/A
Special Security	☐ Security Clearance from UN prior to travelling
Requirements	☐ Completion of UN's Basic and Advanced Security Training
	☐ Comprehensive Travel Insurance
	☐ Others [pls. specify]
	ப Others [pis. specify]
Facilities to be	N/A
Provided by UNDP	
(i.e., must be	☐ Office space and facilities
excluded from	☐ Land Transportation
Price Proposal)	☐ Others [pls. specify]
-	
Implementation	
Schedule indicating	☑ Required
breakdown and	☐ Not Required
timing of	
activities/sub-	
activities	
Names and	
curriculum vitae of	☑ Required

individuals who will be involved in completing the services	□ Not Required			
Currency of Proposal	☑ United States Dollars □ Euro ☑ Local Currency (TJS)			
Value Added Tax on Price Proposal ²	☐ must be inclusive of VAT and other applica ☐ must be exclusive of VAT and other applica			
Validity Period of Proposals (Counting for the last day of submission of quotes)	☐ 60 days ☑ 90 days ☐ 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.			
Partial Quotes	☑ Not permitted ☐ Permitted			
Payment Terms ³	Outputs	Timing (tentative, subject to revision)	Condition for Payment Release	
	Deliverable 1 - In close collaboration with UNDP, a detailed methodology with the workplan on the activities developed An assessment of the current management system of 6 SMEs in Sughd region conducted and following results achieved: - problem areas of the companies identified inconsistencies of processes with the established standard determined level of compliance of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the establishing international quality standards identified.	By October 30, 2022	With Content (content) of the platform (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the narrative report and the quality of the outputs; and b) Receipt of invoice	

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

	- Report on the conducted assessment submitted to UNDP.				
	Subilificed to ONDP.				
	Deliverable 2 - Training materials (i.e. audio-video materials, handouts, methodologies and etc.) for the training of the personnel of 6 SMEs developed and submitted to UNDP At least 80 personnel of 6 SMEs trained on the theoretical and practical parts of the establishing standards and familiarization with the standards Management system processes and principles for monitoring these processes developed 6 SMEs' economic activity, facilities, technologies and staff harmonized to the developed management system processes and their monitoring principles Practical tools, documentation and methods based on the developed management system processes and their monitoring principles materials developed and submitted to the UNDP.	By January 31, 2022			
	Deliverable 3 - Elaboration of the developed management system processes, monitoring principles, methods and tools required for the standards to the SMEs facilitated Improved quality management standards are introduced by the 6 SMEs and functional Final narrative report submitted indicating lessons learnt and recommendations for future sustainability.	By March 31, 2022			
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP, SED Cluster, Project Manager / Econo	mic Developmo	ent Advisor		
Type of Contract to be Signed	 ✓ Purchase Order ☐ Institutional Contract ✓ Contract for Services ☐ Long-Term Agreement ☐ Other Type of Contract 				
Criteria for Contract Award	 ☐ Lowest Price Quote among technically responsive offers ☑ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) ☑ Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services 				

	required. Non acceptance of the GTC may be grounds for the rejection of the			
	Proposal.			
	Technical Proposal (70%)			
Criteria for the	☑ Expertise of the Firm (200 points)			
Assessment of	☑ Methodology, Its Appropriateness to the Condition and Timeliness of the			
Proposal	Implementation Plan (300 points)			
	☑ Management Structure and Qualification of Key Personnel (200)			
	Financial Proposal (30%)			
	The Offeror shall seal the Proposal in one outer and two inner envelopes. Both			
	inner envelopes shall indicate the name and address of the Offeror. The first			
	inner envelope shall contain the information specified in Annex 2 (Proposal			
	form), with the duly marked "Original". The second inner envelope shall include the			
	price schedule duly identified as such.			
	Upon submission through e-mail, the file with the "FINANCIAL PROPOSAL" must be			
	encrypted with a password so that it cannot be opened nor viewed until the proposal			
	has been found to pass the technical evaluation stage. UNDP shall request via email the			
	proposer to submit the password to open the Financial Proposal.			
	A two-stage procedure is utilized in evaluating the proposals, with evaluation of the			
	technical proposal being completed prior to any price proposal being opened and			
	compared. The price proposal of the Proposals will be opened only for submissions that			
	passed the minimum technical score of 70% of the obtainable score of 700 points in the			
	evaluation of the technical proposals. The technical proposal is evaluated on the basis			
	of its responsiveness to the Term of Reference (TOR).			
	In the Second Stage the contract will be awarded to the Contractor who obtained the			
	highest combined scoring for technical and financial proposals.			
UNDP will award	☑ One and only one Service Provider			
the contract to:	☐ One or more Service Providers, depending on the following factors :			
Annexes to this	☑ Form for Submission of Proposal (Annex 2)			
RFP ⁴	☑ General Terms and Conditions / Special Conditions (Annex 3) ⁵			
	☑Detailed TOR (Annex 4)			
Contact Person for	Procurement.tj@undp.org			
Inquiries	Troom childle unuplory			
(Written inquiries	Any delay in UNDP's response shall be not used as a reason for extending the deadline			
only) ⁶	for submission, unless UNDP determines that such an extension is necessary and			
Jany)	communicates a new deadline to the Proposers.			
	The Proposal should include methodology with detailed Working plan on proposed			
Other Information	activities.			
[pls. specify]	delivities.			
[his. sherilal				

 $^{^4}$ Where the information is available in the web, a URL for the information may simply be provided.

⁵ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁶ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Fraud & Corruption, Gifts and Hospitality

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

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.

In pursuance of this policy, UNDP:

(a) Shall reject a bid 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, 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.

All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Joint Venture, Consortium or Association

- 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, 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.
- 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.
- The lead entity and the member entities of the JV, Consortium or Association shall submit only one proposal.
- 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.
- 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.
- 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.
- Team Leader has to be employed by the Lead Agency

Technical Evaluation Criteria

Sumr	nary of Technical Proposal Evaluation Forms	Score Weight			
1	Expertise of Firm / Organization	20%	200		
2	Proposed Methodology, Approach and Implementation Plan	30%	300		
3	Management Structure and Key Personnel	20%	200		
Total		70%	700		
	nical Proposal Evaluation Form 1				
Expei	tise of the Firm/Organization		Points obtainable		
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	3	50		
1.2	General Organizational Capability which is likely to affect implementation		40		
	- Financial stability	10			
	- age/size of the firm	10			
	- strength of project management support	10			
	- project financing capacity	5			
	- project management controls	5			
1.3	Relevance of:	l	110		
	- Specialized Knowledge 30				
At least 2 years of experience in providing services for the elaboration of international standards to the company's management and production systems, development of tools and methods for enhancing enterprise operation/production.					
	At least 3 years of practical experience in the implementation of projects for the development of management system solutions, personnel training based on the international standards, conduction of training and the provision of services for corporate development.				
	At least 2 years of experience working with public authorities of Tajikistan and the private sector. The experience with the international organizations is an asset.				
	Sufficient skills of designated personnel in the international standardization, corporate development, business administration, etc. Availability of qualified experts/consultants to perform the above tasks with knowledge of Tajik and Russian languages (CVs should be provided).				
Total Part 1					
Гесhі	nical Proposal Evaluation Form 2				
Proposed Methodology, Approach and Implementation Plan					
2.1	To what degree does the Bidder understand the task?				
2.2	.2 Have the important aspects of the task been addressed in sufficient detail?				
2.3 Are the different components of the project adequately weighted relative to one another?			30		

2.4	Is the Bid based on a survey of the project environment and was this data input properly used in the preparation of the Bid?					
2.5	Is the conceptual framework adopted appropriate for the task?					
2.6	Is the scope of task well defined and does it correspond to the TOR?		50			
2.7	Is the presentation clear and is the sequence of activities and the planning logic and promise efficient implementation to the project?	al, realistic	60			
Total	Part 2		300			
Techr	nical Proposal Evaluation Form 3					
Mana	gement Structure and Key Personnel		Points Obtainable			
3.1	Team Leader		80			
	General Qualification					
	Suitability for the Project					
	At least 3 years of experience in the field of international standardization, corporate development, business administration and management	30				
	At least Bachelor's degree in management, economics, business administration and relevant fields	20				
	Knowledge of the specifics of the elaboration and establishment of international standards in business entities	10				
	Language Qualifications of Tajik, Russian and English	10				
Experience with similar programs/projects 10						
3.2	Senior Project staff		75			
	General Qualification					
	Suitability for the Project					
	At least 2 years of experience in international standardization, personnel development, business administration and management	30				
	At least Bachelor's degree in management, economics, business administration and relevant fields	20				
	Experience with elaboration and implementation of international standards in business processes and knowing the specifics of different international standards	20				
	Experience with similar programs/projects	5				
3.3	Administrative/Junior Project Staff		45			
	General Qualification					
	Suitability for the Project					
	At least 2 years of experience in elaboration of project reports and monitoring	20				
	At least secondary school degree or higher	15				
	Language Qualifications of Tajik and Russian 10					
Total	Part 3	1	200			

Company can offer more staff, but only abovementioned staff will be included in technical and financial evaluation.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery8)

[insert: Location]. [insert: Date]

To: Mr. Lenni Montiel, UNDP Resident Representative, UNDP Tajikistan;

Address: 39, Ayni Street, Dushanbe UNDP office

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP 181-2022-RFP-UNDP-RTC-@ dated 8/12/2022, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

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

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

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

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

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

D. Cost Breakdown per Deliverable*

	Deliverables [list them as referred to in the RFP]	Number of Units	Unit Rate	Total Price (All Inclusive)
Deliverable 1	- In close collaboration with UNDP, a detailed methodology with the workplan on the activities developed An assessment of the current management system of 6 SMEs in Sughd region conducted and following results achieved: - problem areas of the companies identified inconsistencies of processes with the established standard determined level of compliance of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the establishing international quality standards identified Report on the conducted assessment submitted to UNDP, as per TOR			
	TOTAL Deliverable 1			

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Deliverable 2	- Training materials (i.e. audio-video		
	materials, handouts, methodologies		
	and etc.) for the training of the		
	personnel of 6 SMEs developed and		
	submitted to UNDP.		
	- At least 50 personnel of 6 SMEs		
	trained on the theoretical and		
	practical parts of the establishing		
	standards and familiarization with the		
	standards.		
	- Management system processes and		
	principles for monitoring these		
	processes developed.		
	- 6 SMEs' economic activity, facilities,		
	technologies and staff harmonized to		
	the developed management system		
	processes and their monitoring		
	principles.		
	- Practical tools, documentation and		
	methods based on the developed		
	management system processes and		
	their monitoring principles materials		
	developed and submitted to the		
	UNDP, as per TOR		
	oner, as per rore		
	TOTAL Deliverable 2		
Deliverable 3	- Elaboration of the developed		
	management system processes,		
	monitoring principles, methods and		
	= : :		
	tools required for the standards to		
	the SMEs facilitated.		
	- Improved quality management		
	standards are introduced to the 6		
	SMEs and functional.		
	- Final narrative report submitted		
	indicating lessons learnt and		
	recommendations for future		
	sustainability, as per TOR		
	sustainability, as per 1010		
	TOTAL Deliverable 3		
	Total	 	
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^{*}This shall be the basis of the payment tranches

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

Description of Activity	Remuneration	Total Period of	No. of	Total Rate
	per Unit of Time	Engagement	Personnel	
I. Personnel Services				
1. Services from Home Office				
a. Team Leader				
b. Senior Project Staff				
c. Administrative/Junior Staff				
2. Services from Field Offices				
a. Team Leader				
b. Senior Project Staff				
c. Administrative/Junior Staff				
3. Services from Overseas				
a. Team Leader				
b. Senior Project Staff				
c. Administrative/Junior Staff				
4. Cost of additional staff				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				
TOTAL COSTS				

Total costs of both tables should be equal.

[Name and Signature of the Service Provider's Authorized Person]
[Designation]
[Date]

Terms of Reference

Tittle Facilitation in elaboration and introduction of the international quality

standards to the SMEs of the Sughd region

Project Name Accelerating Post COVID-19 Economic Recovery through Improved

Livelihood, Employability, and Regional Cooperation in Ferghana Valley

(RTC)

Reports toUNDP RTC Project ManagerLocationSughd region, TajikistanDuration of ContractOctober 2022 to March 2023

1. Background

The main purpose of the project is to identify gaps and challenges in the activities of 6 SMEs of Sughd region, to develop a plan on the elaboration and implementation of the international quality standards in these SMEs, to determine the level of compliance of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the implementing international quality standards, facilitate in the development and implementation of the measures on the harmonization of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the establishing international quality standards, develop necessary materials on the implementation and monitoring methods of the standard and support in the registration and certification of the SMEs to the international standards.

The facilitation in elaboration and implementation of the international standards on quality to the SMEs of the Sughd region is envisaged within the "Accelerating Post COVID-19 Economic Recovery through Improved Livelihood, Employability, and Regional Cooperation in Ferghana Valley" project which is focused on strengthening livelihood and resilience potential of people living in the Tajik part of Ferghana Valley, contributing to recovery from COVID-19 impact and solidifying social cohesion in cross-border areas. The project is implemented in close cooperation with the Ministry of Economic Development and Trade of the Republic of Tajikistan, Ministry of Labour, Migration and Employment of Population of the Republic of Tajikistan, Administration of Sughd region and other governmental and civil society organizations. The key Development Goal of the project is to restore and improve livelihoods, promote productive and decent employment and increase income generation opportunities through innovation for sustainable enterprise development and cross-border trade promotion in Ferghana Valley in Tajikistan.

The Project will target vulnerable women and men, youth, retuned migrants and SMEs in Sughd province, living and working in rural districts bordering with Kyrgyzstan and Uzbekistan, considering their vulnerability to unemployment, social exclusion, social tensions in border areas. A special focus will be on activation of young men and women, who are not in education, employment, or training (NEET). Thus, it is planned to activate young men and women who are deprived of opportunities for education, employment or special training courses. The project will apply a gender-sensitive approach to reach girls and women, to equip them with employable knowledge and modern skills, and empower them to engage more actively in economic activities.

2. Scope of works:

It is expected that this initiative will promote tradability of local products through support to local producers to improve quality standards, marketing, packaging and logistics arrangements. The companies were recommended by the Administration of Sughd region and selected through feasibility study by the project staff. The cost of certification will be covered by the respective organization and contractor will provide technical support only. The project covers 6 SMEs in Khujand and Isfara cities of Sughd region of the Republic of Tajikistan, including:

№	Title	Location	Activity	Standard to establish
1	LLC "Isfara Shoes"	Isfara	Shoes production	ISO 9001
2	LLC "Bargi Sabz"	Khujand	Confectionery production	ISO 22000
3	LLC "Shifo Fruit"	Isfara	Dried fruit production	HACCP
4	LLC "Subhi Zarrin"	Khujand	Butter production	ISO 9001
5	PE "Abdurakhimov Y."	Khujand	Confectionery production	ISO 22000
6	LLC "Daleron"	Khujand	Production of semi- finished meat products	FSSC 22000

The Contractor will support the elaboration of international standards to the 6 SMEs through assessment of the gaps and challenges in the activities of SMEs and determine the level of compliance of the SMEs' to the requirements of the international quality standards, facilitate the harmonization of the SMEs' economic activity to the establishing international quality standards, and support the registration and certification of the SMEs to the international standards.

To achieve the above goal, following tasks have been identified:

- 1. In close collaboration with UNDP, develop a detailed methodology with the workplan on the activities for the international standards elaboration to the processes of 6 SMEs of Sughd region.
- 2. Conduct an assessment of the current management system of 6 SMEs in Sughd region through identification of the problem areas, inconsistencies of processes with the established standard and level of compliance of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the establishing international quality standards.
- 3. In close collaboration with UNDP, develop the training materials (i.e. audio-video materials, handouts, methodologies and etc.) for the training of the personnel of 6 SMEs.
- 4. Conduct training of personnel 6 SMEs in Sughd region on the theoretical part of the establishing standards as well as familiarize them with the basic requirements for the implementation of the international standards.
- 5. Based on the results of the conducted assessment and according to the procedures and regulations of each standard, develop management system processes and principles for monitoring these processes and harmonize the SMEs' economic activity, facilities, technologies and staff to the developed management system processes and their monitoring principles of the establishing international standards.
- Develop practical tools, documentation and methods based on the developed management system processes and their monitoring principles materials on the implementation and monitoring methods of the standard.
- 7. Facilitate the elaboration the developed management system processes, monitoring principles, methods and tools required for the standards to the SMEs production and management system in line with requirements of the establishing standard and support in the registration and certification of the SMEs to the international standards.
- 8. Develop final progress report on the conducted activities and submit the report for the UNDP's revision, coordination and approval.

3. Expected outputs:

It is expected that the work will result into the development and elaboration of the international quality standards to 6 SMEs of the Sughd region, thus promote tradability of local products through support to local producers to improve quality standards.

In particular, following results will be achieved:

- 1. A detailed methodology with the workplan on the activities for the international standards elaboration to the processes of 6 SMEs of Sughd region developed.
- 2. Assessment of the current management system of LLC "Isfara Shoes", LLC "Bargi Sabz", LLC "Shifo Fruit", LLC "Subhi Zarrin", PE "Abdurakhimov Y." and LLC "Daleron" carried out and following results achieved:
- problem areas of the companies identified.
- inconsistencies of processes with the established standard determined.
- level of compliance of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the establishing international quality standards identified.
- 3. Report on the conducted assessment submitted to UNDP.
- 4. Training materials and (i.e. audio-video materials, handouts, methodologies and etc.) for the training of the personnel of 6 SMEs developed, coordinated and submitted to the UNDP.
- 5. At least 50 personnel of 6 SMEs trained on the theoretical and practical parts of the establishing standards and familiarization with the standards for.
- 6. Management system processes and principles for monitoring these processes developed and the SMEs' management and production harmonized to the establishing international standards.
- 7. Practical tools, documentation and methods based on the developed management system processes and their monitoring principles materials developed and elaborated to the SMEs in liaison with UNDP.
- 8. Registration and certification process of the SMEs to the international standards supported. As a result, improved quality management standards are introduced to the 6 SMEs and functional.
- 9. Final narrative report submitted indicating lessons learnt and recommendations for future sustainability.

4. Deliverables and Timelines:

Deliverables	Appointed dates
 In close collaboration with UNDP, a detailed methodology with the workplan on the activities developed. An assessment of the current management system of 6 SMEs in Sughd region conducted and following results achieved: problem areas of the companies identified. inconsistencies of processes with the established standard determined. level of compliance of the SMEs' economic activity, facilities, technologies and staff to the regulations/requirements of the establishing international quality standards identified. Report on the conducted assessment submitted to UNDP. 	From October 1, 2022 until October 30, 2022
 Training materials (i.e. audio-video materials, handouts, methodologies and etc.) for the training of the personnel of 6 SMEs developed and submitted to UNDP. At least 50 personnel of 6 SMEs trained on the theoretical and practical parts of the establishing standards and familiarization with the standards. Management system processes and principles for monitoring these processes developed. 6 SMEs' economic activity, facilities, technologies and staff harmonized to the developed management system processes and their monitoring principles. Practical tools, documentation and methods based on the developed management system processes and their monitoring principles materials developed and submitted to the UNDP. 	From October 30, 2022 until January 31, 2023
Elaboration of the developed management system processes, monitoring principles, methods and tools required for the standards to the SMEs facilitated.	From January 31, 2023 until March 31, 2023

- Improved quality management standards are introduced to the 6 SMEs and functional.
- Final narrative report submitted indicating lessons learnt and recommendations for future sustainability.

5. Minimum requirements for consulting companies/organizations:

- 1. At least 2 years of experience in providing services for the elaboration of international standards to the companies' management and production systems, development of tools and methods for enhancing enterprise operation/production;
- 2. At least 3 years of practical experience in the implementation of projects for the development of management system solutions, personnel training based on the international standards, conduction of training and the provision of services for corporate development.
- 3. At least 2 years of experience working with public authorities of Tajikistan and the private sector. The experience with the international organizations is an asset.

Minimum requirements for Team members:

1. Team Leader

- At least 3 years of experience in the field of international standardization, corporate development, business administration and management.
- At least Bachelor's degree in management, economics, business administration and relevant fields.
- ➤ Knowledge of the specifics of the elaboration and establishment of international standards in business entities.
- ➤ Knowledge of Tajik, Russian and English languages.
- Experience with similar programs/projects.

2. Senior Project Staff

- ➤ At least 2 years of experience in international standardization, personnel development, business administration and management.
- At least Bachelor's degree in management, economics, business administration and relevant fields.
- > Experience with elaboration and implementation of international standards in business processes and knowing the specifics of different international standards.
- Experience with similar programs/projects.

3. Administrative/Junior Project Staff

- ➤ At least 2 years of experience in elaboration of project reports and monitoring.
- > At least secondary school degree or higher.
- Language Qualifications of Tajik and Russian.

4. Monitoring of actions implemented:

Develop an internal plan for regular monitoring with a clear reference to all the results indicated in the expected results, to ensure timely monitoring and evaluation of the impact of the services provided by the contractor, and to assess the level of satisfaction with the services provided and the developed platform.

5. Reporting

The Contractor is responsible for providing interim and final reports on the work performed. The program and financial statements must comply with the requirements set out in the Contract signed by the Contractor and UNDP.

Besides, the Contractor should provide UNDP with all photographs and other visual materials, list of participants, training materials, copy of quality certificates collected during the project as well as participants satisfaction survey and other proofs of successful completeness of deliverables. Printed and electronic versions of reports should be transmitted to UNDP. The electronic version of the report must be saved in MS Word format. All reports must be printed in ARIAL font, size 11, on page size A4. The title page with the name of the project and the name of the author should contain the logo of UNDP, Tajikistan.

6. Payment

The total cost of services includes all costs associated with the execution of this technical assignment, for example, such as transportation costs, expenses related to the organization and provision of advice and training, conducting research, and all other relevant costs related to the implementation of this Contract and in accordance with the budget submitted. Contractor is responsible for the payment of any taxes between the Contractor and subcontractors as well as taxes for any other purchases. UNDP will VAT exempt only Contractor's Invoice for the provided services under this Contract. At the same time, for no reason, Contractor will not be allowed any increase in value, nor any additional increase of the offered unit price.

Payments to local organizations/companies will be made by UNDP in the national currency (Tajik somoni) under the Contract by transfer to the bank account of the Contractor. The exchange rate would correspond to the official rate applied by UNDP on the day of payment.

7. Deadlines

The services envisaged in the task for the execution of this Contract should be provided in the period from **October 2022 to March 2023**. Any other deadlines and progress should be negotiated in advance between UNDP and Contractor. Only after preliminary approval between the parties and receipt of the agreement, the changes will enter into force.

ТЕХНИЧЕСКОЕ ЗАДАНИЕ

Название Содействие в разработке и внедрении международных стандартов

качества для МСП Согдийской области

Название проекта Активизация экономического восстановления от последствий

пандемии COVID-19 посредством улучшения благосостояния, возможностей для трудоустройства и продвижения регионального

сотрудничества в Ферганской долине

 Отчетность
 ПРООН RTC Менеджер Проекта

 Место
 Согдийская область, Таджикистан

Продолжительность Октябрь 2022 по Март 2023

контракта

1. Описание

Основной целью проекта является выявление пробелов и проблем в деятельности 6 МСП Согдийской области, разработка плана по разработке и внедрению международных стандартов качества в данных МСП, определение уровня соответствия хозяйственной деятельности, объектов, технологий и персонала МСП в соответствии с положениями/требованиями внедрения международных стандартов качества, содействовать в разработке и реализации мер по приведению хозяйственной деятельности, объектов, технологий и персонала МСП в соответствие с положениями/требованиями установление международных стандартов качества, разработка необходимых материалов по внедрению и методам контроля стандарта и поддержка МСП в регистрации и сертификации международных стандартов.

Содействие в разработке и внедрении международных стандартов качества для МСП Согдийской области предусмотрено в рамках Проекта «Активизации экономического восстановления от последствий пандемии COVID-19 посредством улучшения благосостояния, возможностей для трудоустройства и продвижения регионального сотрудничества в Ферганской долине» направлен на укрепление благосостояния и потенциала устойчивости людей, проживающих в таджикской части Ферганской долины. Проект способствует процесс восстановления от негативных последствий пандемии COVID-19 и укреплению социальной сплоченности в приграничных районах.

Проект реализуется в тесном сотрудничестве с Министерством экономического развития и торговли, Министерством труда, миграции и занятости населения Республики Таджикистан, Администрацией Согдийской области, а также другими государственными институтами и организациями гражданского общества. Ключевая цель проекта заключается в восстановлении сообществ, улучшении их благосостояния, создании достойной занятости в производительном секторе, и увеличении возможностей для получения дохода посредством внедрения инноваций для устойчивого развития предприятий и содействия трансграничной торговле в Ферганской долине Таджикистана.

Целевой аудиторией проекта являются уязвимые женщины и мужчины, молодежь, вернувшиеся мигранты, представители малого и среднего бизнеса в Согдийской области, проживающих и занятых в сельских районах, граничащих с Кыргызстаном и Узбекистаном. Особое внимание уделяется целевой аудитории проекта с учетом подверженности этой группы населения безработице, социальной изоляции и напряженности в приграничных районах. Таким образом, планируется активизации молодых мужчин и женщин, лишенных возможностей получения образования, трудоустройства или прохождения специальных курсов повышения квалификации. В рамках проекта будет учтены гендерные факторы с тем, чтобы обеспечить вовлечение девочек и женщин в реализацию проекта посредством обучения современным навыками для предоставления им возможностей более активного участия в экономических инициативах.

2. Объем работ:

Ожидается, что эта инициатива будет способствовать реализации местной продукции за счет поддержки местных производителей в улучшении стандартов качества, маркетинга, упаковки и логистики. Компании были рекомендованы Администрацией Согдийской области и отобраны на основе анализа сотрудниками

проекта. Стоимость сертификации будет покрываться соответствующей организацией, а подрядчик будет оказывать только техническую поддержку. Проект охватывает 6 МСП в городах Худжанд и Исфара Согдийской области Республики Таджикистан, в том числе:

Внедряемый No Название Место Деятельность стандарт 1 ООО «Исфара Шуз» Исфара Производство обуви ISO 9001 Кондитерское 2 ООО «Барги Сабз» Худжанд ISO 22000 производство Производство 3 ООО «Шифо фрукт» Исфара **HACCP** сухофруктов Худжанд Производство 4 ООО «Субхи Заррин» ISO 9001 сливочного масло 5 Производство конфет

Таблица 1. Информация о МСП для внедрения международных стандартов

Производство

мясных

полуфабрикатов

Подрядчик поддержит внедрение международных стандартов для 6 МСП путем оценки пробелов и проблем в деятельности МСП и определения уровня соответствия МСП требованиям международных стандартов качества, содействия гармонизации экономической деятельности МСП к внедряемым международным стандартам качества, а также поддержку МСП в регистрации и сертификации международным стандартам.

Для достижения вышеуказанных целей были определены следующие задачи:

Худжанд Худжанд

ИП "Абдурахимов Ю"

ООО "Далерон"

6

- 1. В тесном сотрудничестве с ПРООН разработать детальную методологию с рабочим планом мероприятий по внедрению международных стандартов в деятельность 6 МСП Согдийской области.
- 2. Провести оценку действующей системы управления 6 МСП Согдийской области путем выявления проблемных зон, несоответствий процессов установленному стандарту и уровня соответствия хозяйственной деятельности, объектов, технологий и персонала МСП регламентам/требованиям установление международных стандартов качества.
- 3. В тесном сотрудничестве с ПРООН разработать учебные материалы (т. е. аудио-видео материалы, раздаточные материалы, методики и т. д.) для обучения персонала 6 МСП.
- 4. Провести обучение персонала 6 МСП Согдийской области по теоретической части установления стандартов, а также ознакомить их с основными требованиями по внедрению международных стандартов.
- 5. По результатам проведенной оценки и в соответствии с процедурами и положениями каждого стандарта разработать процессы системы управления и принципы мониторинга этих процессов и привести хозяйственную деятельность, объекты, технологии и персонал МСП в соответствие с разработанными процессами системы управления и принципов мониторинга внедряемых международных стандартов.
- 6. Разработать практические инструменты, документацию и методы на основе разработанных процессов системы менеджмента и принципов их мониторинга, материалы по внедрению и методам мониторинга стандарта.
- 7. Содействовать разработке процессов разработанной системы управления, принципов мониторинга, методов и инструментов, необходимых системе производства и управления МСП в соответствии с требованиями внедряемого стандарта и поддержать МСП в регистрации и

ISO 22000

FSSC 22000

- сертификации международных стандартов.
- 8. Разработать окончательный отчет о проделанной работе и представить отчет на доработку, согласование и утверждение в ПРООН.

3. Ожидаемые результаты:

Ожидается, что результатом работы станет разработка и внедрение международных стандартов качества для 6 МСП Согдийской области, что будет способствовать реализации местной продукции за счет поддержки местных производителей в улучшении стандартов качества.

В частности, будут достигнуты следующие результаты:

- 1. Разработана подробная методология с рабочим планом мероприятий по внедрению международных стандартов к процессам 6 МСП Согдийской области.
- 2. Оценка действующей системы управления ООО «Исфара Шуз», ООО «Барги Сабз», ООО «Шифо Фрут», ООО «Субхи Заррин», ИП «Абдурахимов Ю.» и ООО «Далерон» проведены и достигнуты следующие результаты:
- выявлены проблемные зоны компаний.
- установлены несоответствия процессов внедряемому стандарту.
- выявлен уровень соответствия хозяйственной деятельности, объектов, технологий и персонала МСП нормам/требованиям внедряемых международных стандартов качества.
- 3. Отчет о проведенной оценке представлен в ПРООН.
- 4. Учебные материалы и (т.е. аудио-видео материалы, раздаточные материалы, методики и т.д.) для обучения персонала 6 МСП разработаны, согласованы и представлены в ПРООН.
- 5. Не менее 50 сотрудников 6 МСП прошли обучение по теоретической и практической части внедряемых стандартов и ознакомления со стандартами.
- 6. Разработаны процессы и принципы системы управления для мониторинга данных процессов, а управление и производство МСП приведены в соответствие с внедряемыми международными стандартами.
- 7. Совместно с ПРООН, разработаны и внедрены в МСП материалы по практическим инструментам, документация и методы, основанные на разработанных процессах системы управления и принципах их мониторинга.
- 8. Поддерживается процесс регистрации и сертификации МСП по международным стандартам. В результате стандарты управления качеством внедряются на 6 МСП и функционируют.
- 9. Представлен окончательный описательный отчет с указанием извлеченных уроков и рекомендаций в отношении будущей устойчивости.

4. Результаты и сроки:

Результаты	Назначенные даты
 В тесном сотрудничестве с ПРООН разработаны детальная методология с рабочим планом мероприятий. Оценка действующей системы управления 6 МСП Согдийской области проведена и следующие результаты достигнуты: выявлены проблемные зоны компаний. установлены несоответствия процессов внедряемому стандарту. выявлен уровень соответствия хозяйственной деятельности, объектов, технологий и персонала МСП нормам/требованиям внедряемых международных стандартов качества. Отчет о проведенной оценке представлен в ПРООН. 	с 1 октября 2022 года по 30 октября 2022 года

матери разрабо Не мен практи стандар Разрабо монито б Экон привед управл Разрабо докуме	не материалы и (т.е. аудио-видео материалы, раздаточные алы, методики и т.д.) для обучения персонала 6 МСП отаны, согласованы и представлены в ПРООН. ее 50 сотрудников 6 МСП прошли обучение по теоретической и ческой части внедряемых стандартов и ознакомления со отами. Отаны процессы и принципы системы управления для принга данных процессов. Омическая деятельность, объекты, технологии и персонал МСП ены в соответствие с процессами разработанной системы ения и принципами их мониторинга. Отаны и представлены в ПРООН практические инструменты, нтация и методы, основанные на разработанных процессах ы управления и принципах их мониторинга.	с 30 октября 2022 года по 31 января 2023 года
менедж внедря • Улучш функци • Предст извлече	о содействие в разработке процессов разработанной системы кмента, принципов мониторинга, методов и инструментов, емых стандартов в МСП. енные стандарты управления качеством внедрены в 6 МСП и понируют. авлен окончательный описательный отчет с указанием енных уроков и рекомендаций в отношении будущей ивости.	с 31 января 2023 года по 31 марта 2023 года

5. Минимальные требования к консалтинговым компаниям / организациям:

- 1. Опыт работы не менее 2-х лет в оказании услуг по разработке международных стандартов управленческих и производственных систем компаний, разработке инструментов и методов улучшения работы/производства предприятия;
- 2. Не менее 3-х лет практического опыта реализации проектов по разработке системных решений, обучению персонала на основе международных стандартов, проведению обучения и оказанию услуг по корпоративному развитию.
- 3. Опыт работы не менее 2-х лет с органами государственной власти Таджикистана и частным сектором. Опыт работы с международными организациями является преимуществом.

Минимальные требования для членов команды:

1. Менеджер команды

- ▶ Не менее 3 лет опыта работы в области международной стандартизации, корпоративного развития, бизнес-администрирования и управления.
- **Как минимум степень Бакалавра в области управления**, экономики, бизнес-администрирования и соответствующих областях.
- Знание специфики разработки и внедрения международных стандартов в коммерческие организации.
- > Знание таджикского, русского и английского языков.
- > Опыт работы с аналогичными программами/проектами.

2. Старший персонал проекта

- ➤ Не менее 2 лет опыта работы в области международной стандартизации, развития персонала, бизнес-администрирования и управления.
- ➤ Как минимум степень Бакалавра в области управления, экономики, бизнес-администрирования и соответствующих областях.
- > Опыт разработки и внедрения международных стандартов в бизнес-процессы и знание специфики

различных международных стандартов.

> Опыт работы с аналогичными программами/проектами.

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3. Административный/младший персонал проекта

- ▶ Не менее 2 года опыты разработки отчетов и мониторинга хода реализации проектов не менее одного года.
- У Как минимум диплом средней школы или выше.
- > Знание таджикского и русского языков.

6. Мониторинг реализации мероприятий

Необходимо разработать внутренний план регулярного мониторинга с чёткой отсылкой на все результаты, указанные в ожидаемых результатах, обеспечить своевременный мониторинг и оценку воздействия услуг, предоставляемых подрядчиком, а также оценить уровень удовлетворённости оказанными услугами и внедренными стандартами.

7. Отчётность

Подрядчик несёт ответственность за предоставление промежуточных и окончательных отчётов по выполненным работам. Программа и финансовая отчётность должны соответствовать требованиям, изложенным в Контракте, подписанном Подрядчиком и ПРООН.

Кроме того, Подрядчик должен предоставить ПРООН все фотографии и другие визуальные материалы, списки участников, учебные материалы, копии сертификатов качества, собранных в ходе проекта, а также опрос участников об удовлетворенности и другие доказательства успешного выполнения результатов. Печатные и электронные версии отчетов следует направлять в ПРООН. Все отчеты должны быть напечатаны шрифтом ARIAL, размер 11, на странице формата А4. Титульный лист с названием проекта и именем автора должен содержать логотип ПРООН и Трастового Фонда Российской Федерации, Талжикистан.

8. Оплата

Общая стоимость услуг включает в себя все затраты, связанные с выполнением этого технического задания, например, такие как транспортные расходы, расходы, связанные с организацией и предоставлением консультаций и обучения, проведением исследований, а также все другие соответствующие затраты, связанные с внедрением данного Контракта, в соответствии с представленным бюджетом. Подрядчик несет ответственность за уплату любых налогов между Подрядчиком и субподрядчиками, а также за уплату налогов за любые другие закупки. ПРООН освобождает от НДС только Счет-фактуру Подрядчика за оказанные услуги по настоящему Контракту. В то же время, без причины Подрядчику не будет разрешено ни увеличение стоимости, ни какое-либо дополнительное увеличение предлагаемой цены за единицу.

Платежи местным организациям / компаниям будут производиться ПРООН в национальной валюте (таджикский сомони) в соответствии с Контрактом, и перечисляться на банковский счет Партнера-исполнителя. Обменный курс будет соответствовать официальному курсу, применяемому ПРООН на лень платежа.

9. Сроки исполнения

Услуги, предусмотренные в задании на выполнение данного под-проекта, должны быть предоставлены в период с октября 2022 г. по март 2023 г. Любые иные сроки исполнения и ход реализации должны быть заранее обговорены между ПРООН и партнером-исполнителем. Только после предварительного согласования между сторонами и получения соглашения какие-либо изменения могут вступить в силу.