*United Nations Development Programme*

**REQUEST FOR PROPOSAL**

**SUPPORT TO THE DESIGN OF A PORTFOLIO OF STRATEGIC INTERVENTIONS TO INSTIGATE SYSTEM TRANSITION TOWARDS CIRCULAR ECONOMY IN BOSNIA AND HERZEGOVINA**

RFP No.: BIH-RFP-040-22

Project: Integration and Innovation Cell in UNDP in Bosnia and Herzegovina

Country: Bosnia and Herzegovina

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# Section 1. Letter of Invitation

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

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

 Section 1: This Letter of Invitation

Section 2: Instruction to Bidders

Section 3: Bid Data Sheet (BDS)

Section 4: Evaluation Criteria

Section 5: Terms of Reference

Section 6: Returnable Bidding Forms

* Form A: Technical Proposal Submission Form
* Form B: Bidder Information Form
* Form C: Joint Venture/Consortium/Association Information Form
* Form D: Qualification Form
* Form E: Format of Technical Proposal
* Form F: Financial Proposal Submission Form
* Form G: Financial Proposal Form

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

Please acknowledge receipt of this RFP by sending an email to registry.ba@undp.org, indicating whether you intend to submit a Proposal or otherwise. You may also utilize the “Accept Invitation” function in eTendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

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

 Sincerely,

 UNDP in Bosnia and Herzegovina

# Section 2. Instruction to Bidders

|  |
| --- |
| GENERAL PROVISIONS |
| Introduction | * 1. Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d>
	2. Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.
	3. As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website ([www.ungm.org](http://www.ungm.org)). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.
 |
| Fraud & Corruption, Gifts and Hospitality | * 1. UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP’s Anti-Fraud Policy can be found at <http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti>
	2. Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.
	3. In pursuance of this policy, UNDP(a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;(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.
	4. All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <http://www.un.org/depts/ptd/pdf/conduct_english.pdf>
 |
| Eligibility | * 1. A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.
	2. It is the Bidder’s responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.
 |
| Conflict of Interests | * 1. Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
	2. Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;
	3. Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or
	4. Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.
	5. In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP’s confirmation on whether or not such a conflict exists.
	6. Similarly, the Bidders must disclose in their proposal their knowledge of the following:
	7. If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and
	8. All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.* 1. The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP’s further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.
 |
| PREPARATION OF PROPOSALS |
| General Considerations | * 1. In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.
	2. The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP
 |
| Cost of Preparation of Proposal | * 1. The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.
 |
| Language  | * 1. The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
 |
| Documents Comprising the Proposal | * 1. The Proposal shall comprise of the following documents:
	2. Documents Establishing the Eligibility and Qualifications of the Bidder;
	3. Technical Proposal;
	4. Financial Proposal;
	5. Any attachments and/or appendices to the Proposal.
 |
| Documents Establishing the Eligibility and Qualifications of the Bidder | * 1. The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP’s satisfaction.
 |
| Technical Proposal Format and Content | * 1. The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.
	2. The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.
	3. Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP
	4. When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.
 |
| Financial Proposals | * 1. The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.
	2. Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.
	3. Prices and other financial information must not be disclosed in any other place except in the financial proposal.
 |
| Proposal Security | * 1. A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.
	2. The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.
	3. If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.
	4. In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.
	5. The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:
		1. If the Bidder withdraws itsoffer during the period of the Proposal Validity specified in the BDS, or;
		2. In the event that the successful Bidder fails:
		3. to sign the Contract after UNDP has issued an award; or
	6. to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.
 |
|  Currencies | * 1. All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:
1. UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and
2. In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP’s preference, using the conversion method specified above.
 |
|  Joint Venture, Consortium or Association | * 1. If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.
	2. After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.
	3. The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.
	4. The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement.  All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.
	5. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:
1. Those that were undertaken together by the JV, Consortium or Association; and
2. Those that were undertaken by the individual entities of the JV, Consortium or Association.
	1. Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.
	2. JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.
 |
| Only One Proposal | * 1. The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.
	2. Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:
	3. they have at least one controlling partner, director or shareholder in common; or
	4. any one of them receive or have received any direct or indirect subsidy from the other/s; or
	5. they have the same legal representative for purposes of this RFP; or
	6. they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;
	7. they are subcontractors to each other’s Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or
	8. some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
 |
| Proposal Validity Period | * 1. Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.
	2. During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.
 |
| Extension of Proposal Validity Period | * 1. In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.
	2. If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.
	3. The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.
 |
| Clarification of Proposal | * 1. Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.
	2. UNDP will provide the responses to clarifications through the method specified in the BDS.
	3. UNDP shall 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.
 |
| Amendment of Proposals | * 1. At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.
	2. If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
 |
| Alternative Proposals | * 1. Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.
	2. If multiple/alternative proposals are being submitted, they must be clearly marked as “Main Proposal” and “Alternative Proposal”
 |
| Pre-Bid Conference | * 1. When appropriate, a Bidder’s conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder’s conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder’s Conference or issued/posted as an amendment to RFP.
 |
| SUBMISSION AND OPENING OF PROPOSALS |
| Submission  | * 1. The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.
	2. The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.
	3. Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.
 |
| Email Submission**eTendering submission** | * 1. Email submission, if allowed or specified in the BDS, shall be governed as follows:
1. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;
2. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS.
3. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.
	1. Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:
4. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;
5. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.
6. The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.
7. Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.

Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: <http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/>. |
| Deadline for Submission of Proposals and Late Proposals | * 1. Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP
	2. UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.
 |
| Withdrawal, Substitution, and Modification of Proposals | * 1. A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.
	2. Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as “WITHDRAWAL” “SUBSTITUTION,” or “MODIFICATION”
	3. eTendering: A Bidder may withdraw, substitute or modify its Proposal by 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.
	4. Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened
 |
| Proposal Opening  | * 1. There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.
 |
| EVALUATION OF PROPOSALS |
| Confidentiality | * 1. Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.
	2. Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP’s decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP’s vendor sanctions procedures.
 |
| Evaluation of Proposals | * 1. The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.
	2. Evaluation of proposals is made of the following steps:
	3. Preliminary Examination
	4. Minimum Eligibility and Qualification (if pre-qualification is not done)
	5. Evaluation of Technical Proposals
	6. Evaluation of Financial Proposals
 |
| Preliminary Examination  | * 1. UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.
 |
| Evaluation of Eligibility and Qualification | * 1. Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).
	2. In general terms, vendors that meet the following criteria may be considered qualified:
	3. They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP’s ineligible vendors’ list;
	4. They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,
	5. They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;
	6. They are able to comply fully with UNDP General Terms and Conditions of Contract;
	7. They do not have a consistent history of court/arbitral award decisions against the Bidder; and
	8. They have a record of timely and satisfactory performance with their clients.
 |
| Evaluation of Technical and Financial Proposals | * 1. The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.
	2. In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.
	3. The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.
	4. When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

Rating the Technical Proposal (TP): **TP Rating** = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100 Rating the Financial Proposal (FP): **FP Rating** = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100Total Combined Score:**Combined Score =** (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%) |
|  Due Diligence | * 1. UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:
		1. Verification of accuracy, correctness and authenticity of information provided by the Bidder;
		2. Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;
		3. Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;
		4. Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;
		5. Physical inspection of the Bidder’s offices, branches or other places where business transpires, with or without notice to the Bidder;
		6. Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
 |
| Clarification of Proposals | * 1. To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.
	2. UNDP’s request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.
	3. Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.
 |
| Responsiveness of Proposal | * 1. UNDP’s determination of a Proposal’s responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.
	2. If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.
 |
| Nonconformities, Reparable Errors and Omissions | * 1. Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.
	2. UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.
	3. For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:
1. if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;
2. if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
3. if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.
	1. If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.
 |
| AWARD OF CONTRACT |
| Right to Accept, Reject, Any or All Proposals | * 1. UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP’s action. UNDP shall not be obliged to award the contract to the lowest priced offer.
 |
| Award Criteria | * 1. Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
 |
| Debriefing | * 1. In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder’s submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder’s submission shall not be discussed.
 |
| Right to Vary Requirements at the Time of Award | * 1. At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
 |
| Contract Signature | * 1. Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
 |
| Contract Type and General Terms and Conditions  | * 1. The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>
 |
| Performance Security | * 1. 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at

<https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective. |
| Bank Guarantee for Advanced Payment | * 1. Except when the interests of UNDP so require, it is UNDP’s preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default>
 |
| Liquidated Damages | * 1. If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor’s delays or breach of its obligations as per the Contract.
 |
| Payment Provisions | * 1. Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
 |
| Vendor Protest | * 1. UNDP’s vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: <http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>
 |
| Other Provisions | * 1. In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.
	2. UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.
	3. The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 <http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer>.
 |

# Section 3. Bid Data Sheet

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 language |
| 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 not be imposed |
| 9 | 40 | Performance Security | Not Required |
| 10 | 18 | Currency of Proposal  | USD/ EUR/BAM |
| 11 | 31 | Deadline for submitting requests for clarifications/ questions | 3 days before the submission deadline |
| 12 | 31 | Contact Details for submitting clarifications/questions  |  E-mail address: registry.ba@undp.orgRef: BIH/RFP-040-22 |
| 13 | 18, 19 and 21 | Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries | Direct communication to prospective Proposers by email and posting on UNDP website (https://www.undp.org/bosnia-herzegovina) |
| 14 | 23 | Deadline for Submission  | **17 October 2022, 12:00 AM**  |
| 14 | 22 | Allowable Manner of Submitting Proposals | Submission by email  |
| 15 | 22 | Proposal Submission Address  | registry.ba@undp.orgRef: BIH/RFP-040-22 |
| 16 | 22 | Electronic submission (email or eTendering) requirements | * Format: PDF files only
* 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*.*
* Password for technical proposal must not be provided to UNDP until requested by UNDP
* Password for financial proposal must not be provided to UNDP until requested by UNDP
* Max. File Size per transmission:10 MB

Mandatory subject of email:Proposal for BIH/RFP-040-22* **The Proposer is required to submit the Financial Proposal and Financial Proposal Submission Form in a password protected PDF file separate from the rest of the proposal submission. The password for financial proposal must not be provided until requested by UNDP BiH**
 |
| 17 | 2736 | 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 | *October 24, 2022* |
| 19 |  | Maximum expected duration of contract  | 2 months (October – end-December 2022); estimated number of consultancy days is 50) |
| 20 | 35 | UNDP will award the contract to: | One Proposer Only |
| 21 | 39 | Type of Contract  | Contract for Goods and Services on behalf of UN Entities<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 | */* |

# Section 4. Evaluation Criteria

**Preliminary Examination Criteria**

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

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

**Minimum Eligibility and Qualification Criteria**

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

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet 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 |
| **QUALIFICATION** |
| **History of Non-Performing Contracts[[1]](#footnote-1)**  | Non-performance of a contract did not occur as a result of contractor default for the last 3 years. | Form D: Qualification Form |
| **Litigation History** | No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.  | Form D: Qualification Form |
| **Previous Experience** | Minimum 5 years of relevant experience.*(For JV/Consortium/Association, the leader of the consortium should meet the requirement).* | Form D: Qualification Form |
| Minimum 3 contracts of similar value, nature and complexity implemented over the last 5 years. *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
| **Financial Standing** | Minimum average annual turnover of USD 100,000 for the last 3 years. *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
| Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.  | Form D: Qualification Form |
| **Personnel**  | The Bidder must have a proposed team of at least four (4) requested experts as per this ToR (minimum one key expert must be full time employee). *(*For JV/Consortium/Association, all Parties cumulatively should meet requirement).  | Form B: Bidder Information Form   |

**Technical Evaluation Criteria**

|  |  |
| --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | **Points Obtainable** |
| 1. | Bidder’s qualification, capacity and experience  | 300 |
| 2. | Proposed Methodology, Approach and Implementation Plan | 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  | 60 |
| 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 relevant) | 50 |
| 1.3 | Relevance of specialized knowledge and experience on similar engagements done in the region/internationally with last 5 years:* Experience in applying systems thinking and system change frameworks for development interventions: 30 points, whereas:

 *5 and more assignments (20)* *˃ 5 assessments (10)** Experience in the area of circular economy and interventions and strategies that support transition towards circularity: 30 points
* Experience in systems’ mapping and complexity analysis: 30 points
* Practical experience in the practical application of the portfolio concept and the social system framework for design of strategic interventions for system change in policy areas/development challenges: 30 points (yes – 30 points; no – 0 points)
* Experience working with international organizations: 10 points
 | 130 |
| 1.4 | Quality assurance procedures and risk mitigation measures- Quality assurance system/mechanism in place: 10 points- The Bidder has valid ISO standardization certificate for quality (9001): 10 points- The Bidder has valid ISO standardization certificate for security (27001): 10 points | 30 |
| 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? – 70 points
* Are the different components of the assignment adequately weighted relative to one another? – 30 points
 |  100 |
| 2.2 | Description of the Offeror’s:* Approach to design the strategic interventions in the area of circular economy using system thinking and system transformation frameworks (including key tools): 75 points
* Methodology for meeting or exceeding the requirements of the Terms of Reference: 75 points
 | 150 |
| 2.3 | Details on how the different service elements shall be organized, controlled and delivered  | 50 |
| 2.4 | Description of available learning mechanisms and tools; how they shall be adopted and used for the 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 | 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? |  | 30 |
| 3.2 | Qualifications of key personnel proposed |  | 270 |
| 3.2 a | **Key Expert 1: Senior System Transformation Expert/Team Leader** | 90 |  |
|  | General Experience | 35 |  |
| Specific Experience relevant to the assignment | 45 |
| Language Qualifications (excellent spoken and written communication in English) | 10 |
|  |  |
| **Key Expert 2: Senior Circular Economy Expert I** | 60 |
| 3.2 b | General Experience | 20 |  |
|  | Specific Experience relevant to the assignment | 30 |  |
| Language Qualifications (Excellent spoken and written communication in English) | 10 |
| 3.2 c | **Key Expert 3: Senior Circular Economy Expert II** | 60 |  |
|  | General Experience | 20 |  |
| Specific experience relevant to assignment | 30 |
| Language Qualifications (Excellent spoken and written communication in English) | 10 |
| 3.2 d | **Key Expert 4: System Transformation Expert**  | 60 |  |
|  | General Experience | 20 |  |
|  | Specific experience relevant to assignment | 30 |  |
|  | Language Qualifications (Excellent spoken and written communication in official languages of Bosnia and Herzegovina) | 10 |  |
|  | **300** |

# Section 5. Terms of Reference

**SUPPORT TO THE DESIGN OF A PORTFOLIO OF STRATEGIC INTERVENTIONS TO INSTIGATE SYSTEM TRANSITION TOWARDS CIRCULAR ECONOMY IN BOSNIA AND HERZEGOVINA**

1. **Background information and rationale**

UNDP has adopted its [new Strategic Plan 2022-2025](https://www.undp.org/publications/undp-strategic-plan-2022-2025#:~:text=The%20Strategic%20Plan%202022%2D2025,where%20we%20need%20to%20head.) that elevates UNDP’s aspiration to help achieve the SDGs and **leverage strategic innovation and the** [portfolio concept](https://innovation.eurasia.undp.org/innovation-at-undp-changing-ourselves-asking-different-types-of-questions/) for development change at scale. As a growing body of practice, [UNDP globally is embracing the portfolio approach](https://unstuck.systems/) to develop new policy offers and capabilities in UNDP based on a system transformation logic, while nurturing interest and engagement from governments and donors to invest in this new logic.

At present, there are no development stakeholders in Bosnia and Herzegovina who support transition towards circular economy in the country at a system level. With the draft circular economy policy framework in place, there is a strategic opportunity for UNDP in Bosnia and Herzegovina to capitalise on its strong expertise in the areas of economic development, climate action, governance and design a strategic offer that will support renewal of the economic model of the country, towards low-carbon economy.

Against this background and based on the development needs of Bosnia and Herzegovina, **UNDP in Bosnia and Herzegovina is interested to explore how to apply the portfolio approach for a more strategic, relevant and coherent development offer in the area of circular economy**, as a lever to support government, private sector and society re-think and re-orient the economic model towards sustainability. In July 2022, UNDP in Bosnia and Herzegovina joined a cohort of UNDP Country Offices globally that will apply in practice the portfolio and system thinking framework to advance its strategic development offer and enhance its system transformation capabilities.

1. **Circular Economy in Bosnia and Herzegovina: State of Play**

**The European Union (EU)**’s long-term strategic development direction submitted to the [United Nations Framework Convention on Climate Change](https://unfccc.int/documents/210328) (UNFCCC) is focused on achieving climate neutrality by 2050 in EU Member States. To achieve this, the EU has launched the [European Green Deal](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en), which is a concerted strategy for a climate-neutral, resource-efficient, and competitive economy. Looking beyond the current “take-make-waste” extractive business model, the EU has made circular economy one of the main blocks of the European Green Deal, aiming at decoupling economic growth from resource use. In 2020, the European Commission has adopted a new [Circular Economy Action Plan](https://eur-lex.europa.eu/resource.html?uri=cellar:9903b325-6388-11ea-b735-01aa75ed71a1.0017.02/DOC_1&format=PDF), as one of the pathways to operationalizing the Green Deal. To localize the European Green Deal to the Western Balkans region, the EU has developed the [Green Agenda for the Western Balkans](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/green_agenda_for_the_western_balkans_en.pdf)and accompanying guidelines for its implementation, highly focused on circular economy transition.

**Bosnia and Herzegovina is at the very early stage of circular economy transition and needs to step up its green transition**, as presented in [EC’s country analytical report](https://ec.europa.eu/neighbourhood-enlargement/system/files/2019-05/20190529-bosnia-and-herzegovina-analytical-report.pdf) accompanying the EC Opinion on Bosnia and Herzegovina’s application for membership of the European Union and confirmed by the [2021 EC Report on Bosnia and Herzegovina](https://ec.europa.eu/neighbourhood-enlargement/bosnia-and-herzegovina-report-2021_en). Bosnia and Herzegovina aspires to join the EU and is a signatory to the Paris Climate Agreement, while is also committed to achieving the Sustainable Development Goals (SDGs), nationalized through the [SDG Framework for Bosnia and Herzegovina](https://zamisli2030.ba/sdgs-framework-in-bosnia-and-herzegovina/#:~:text=In%20September%202015%20Bosnia%20and,Development%20Goals%20and%20169%20targets.) adopted in April 2021. UNDP is spearheading efforts to translate into policies and action the SDG Framework in Bosnia and Herzegovina and circular economy is one of the accelerators under the “Smart Growth” pathway.

At present, the country **lacks strategic, regulatory and policy frameworks to support transition towards circular economy**. Among the existing legislation, the priority legal frameworks to adjust are the laws for raw materials management and waste management. **Institutional capacity** across sectors is also insufficient. The **economic model is primarily based on the model of linear, extractive economy**, depleting natural resources, adding to the waste generation issue (including harmful industrial waste) and leaving a **high carbon footprint in the country** (CO2 emissions are nearly five times higher in Bosnia and Herzegovina than in the EU). The economy is heavy reliant on coal. There are some emerging examples from the private sector demonstrating attempts to shift from linear to circular business models; however, there remain sporadic. The industry with highest level of transition towards circularity is the wood processing and furniture sector, given the relatively less complicated way to eliminate wood leftovers and waste by re-using it directly for other purposes. A recent survey conducted by UNDP found that less than 20% among the surveyed companies apply sustainable design approaches, which enable re-use or extending the life of the final product. The most common practice in the economic activity is the deliberate business effort to reduce or eliminate waste (applied by 45% of the surveyed companies). The main **barriers identified by the private sector undermining the speed of transition towards circular economy** include: 1) insufficient public sector support to businesses; 2) insufficient financing and investments for innovations that accelerate such shifts; 3) long time for return on the investment in circular business models; 4) lack of skilled labour force across various industries to accelerate the leap towards circularity; 5) limited knowledge and understanding among the businesses on the circular economy model. A shift towards circular economy also entails adoption of new values and mindset by customers and society as a whole. In Bosnia and Herzegovina, **consumers** do not follow recycling or take-back efforts, and the awareness around innovative circular products and sustainable lifestyles is low. Bosnia and Herzegovina stands at a crossroads between true systemic change of the economic model and rebranded business-as-usual. The economy will either evolve to mimic resilient ecosystems, or reinforce current destructive, destabilizing structures and incentives appearing to make economic progress.

In 2021, with UNDP support, Bosnia and Herzegovina started the development of its first **Circular Economy Roadmap,** to move the country away from a “take- make -waste” linear economy model to one that generates new value-added, while at the same time prevents biodiversity loss, climate change and the depletion of natural resources. The draft Circular Economy Roadmap (expected to be adopted by the end of 2022) defines the **strategic direction, goals and priority measures** that must be taken to transition towards circular economy. The draft Circular Economy Roadmap defines the **economic sectors to be prioritised in the transition process**: 1) manufacturing sector (production, supply, distribution and consumption of products and services (apparel and shoes production, wood processing and metal processing); 2) construction sector (construction, management, maintenance and repurpose of buildings; 3) agri-food sector (production, supply, distribution and consumption of products and services).

1. **Scope**

The prospective contractor is expected to work with UNDP in Bosnia and Herzegovina to support the team’s intent to enhance its system transformation capabilities and develop a set of strategic interventions that can instigate system transformation towards circular economy in the country. The services under this assignment are expected:

* + 1. **to develop (learning by doing) a new set of competencies within UNDP in Bosnia and Herzegovina around system transformation and systems thinking for more impactful development; and**
		2. **to support UNDP team develop a portfolio of 7-10 strategic interventions in the policy area of circular economy (that would enable ‘see’ what system transformation ‘looks like’) on the basis of the intent and desired shifts in the system, as defined by UNDP in Bosnia and Herzegovina and validated with strategic partners.**

Along the journey, the UNDP team will acquire new capabilities and mindset, which are essential for leading interventions that can instigate system change. The process will result in a new portfolio, which comprises of a set of strategic interventions guided by the statement of intent. These interventions are inter-connected (not single-point solutions) that represent the actions the portfolio will take to trigger transition towards circular economy in Bosnia and Herzegovina. This portfolio of interventions will serve as a dynamic and continuous repository of strategic ideas that contribute to the development effects UNDP in Bosnia and Herzegovina and its partners have formulated and may be presented as investment portfolio to interested government and donor/s, with a systemic approach in mind.

This assignment will support **two phases within a wider process that was kicked off in August 2022:**



More specifically, on the basis of the work done so far by UNDP in Bosnia and Herzegovina, the selected service provider is expected to provide capacity development, analytical and technical support in the following two stages of the broader process:

**1) System mapping and development of the system analysis** for the circular economy system. This stage is envisaged for the period October - mid-November 2022. The service provider is expected to **review and validate the draft** **statement of Intent** already formulated by UNDP in Bosnia and Herzegovina (who are we, what is our area of development interest, and what effects do we seek to create and which shifts we would like to see in the system) and **develop a system map for the circular economy ecosystem** (e.g. by using [the social system and the problem space framework](https://www.chora.foundation/problem-space) developed by Chôra Foundation; a [visual representation of the ecosystem](https://www.mdpi.com/2071-1050/12/23/10015/htm) based on complexity and systemic approach, etc.).

The service provider will offer expert review and discussion with the UNDP team in validating and finetuning the statement of intent, which is the strategic direction for the circular economy portfolio.

Further, the service provider will conduct necessary analysis and develop the system map which is a **visual representation** of the ecosystem we wish to transform, which enables a set of actions (activities, interventions, projects) to be designed to deliberately engage with the system to generate new dynamics and development effects. This visual representation of the circular economy system in the country is based on the structural elements and stakeholders of the system we seek to intervene in through multi-sectoral interventions.

This phase involves a series of **2-3 structured conversations / facilitated workshops** (on-line or on-site) that precipitate a strategic conversation and commitment to design a portfolio of strategic intervention. If needed, additional examples and methodological toolkits for this step may be provided by UNDP after contracting of the successful bidder. The key responsibilities of the successful service provider for this stage include: facilitation of structured workshops (maximum 2 hours each); system mapping; analysis – from viewpoint of systems and complexity of the ecosystem; development of the circular economy visual system representation to serve as the main tool for further design of the strategic interventions; support in identification of the strategic entry points in the system where a set of strategic interventions may be developed as a circular economy portfolio.

**2)** **Design of a portfolio of strategic interventions (up to 10)** in the area of circular economy as a package to instigate system change in the country: researching the ecosystem and identifying system accelerators. The service provider will provide expert support in prioritising and designing of the package of strategic interventions. This phase involves a series of 3-4 structured conversations / facilitated joint work sessions up to 2 hours each (preferably on-site/face-to-face) that result in an articulation of a rationale for the emerging interventions and design of the strategic interventions (each comprising at least an overview of the entry-point, scope of work, strategic partners, shift in the system to which it contributes, relevance for the country context).

The key responsibilities of the successful service provider for this stage include: **facilitation of structured 3-4 work sessions** (maximum 2 hours) that will enable generation of substance; expert work by the service provider team to design the interventions; validation of the emerging portfolio with the UNDP team; final written description of the circular economy portfolio and its interventions (up to 15 pages), validated by the UNDP team. In that stage, the service provider is expected to consider the specific country context in Bosnia and Herzegovina, to develop a relevant strategic set of intervention which can instigate system change and a shift towards circular economy in the country. In addition, the service provider is expected to offer future-looking and progressive ideas, which go beyond “traditional” and “business-as-usual” measures to accelerate system transformation. In the long-term, it is expected that the circular economy portfolio of interventions will be co-owned, supported and expanded jointly by government and all relevant stakeholders, working across the entire ecosystem.

The timeframe for the assignment is October-December 2022.

The **UNDP Integration and Innovation Cell in Bosnia and Herzegovina will serve as the main focal point, while at the same time has the role of process facilitator and steerer**, together with the UNDP Istanbul Regional Innovation Team and the UNDP Strategic Innovation Team.

**The core team to be engaged in the portfolio design process from UNDP in Bosnia and Herzegovina** comprises approximately 20 senior programme/project management UNDP staff across various disciplines (economy, environment, governance, climate change, society, etc.). The service provider is expected to engage with and interact with this group of UNDP representatives in delivering the assignment.

The **key tasks** expected to be undertaken by the service provider are the following:

**Task 1: Fine-tune and confirm the detailed work plan together with UNDP in Bosnia and Herzegovina**

Based on the approved methodology of by the successful service provider, in this Task, a detailed work plan will be **developed / fine-tuned**. Based on the approved by UNDP work plan, the service provider will immediately proceed to its implementation.

**Task 2: Conduct the circular economy system mapping and analysis**

Based on the approved methodology and final detailed work plan, the service provider is expected to implement this stage of the assignment. The timeline for this Task is October-November 2022.

**Task 3: Design of a portfolio of strategic interventions and prepare a written overview**

Based on the approved methodology, the service provider is expected to implement this stage of the assignment. The timeline for this Task is November-end-December 2022.

1. **Approach and Methodology**

Key methodological directions relevant for this assignment are described in Section C. “Scope” of these Terms of References. **The service provider is expected to deliver the assignment via both on-line and on-site interaction with UNDP in Bosnia and Herzegovina, preferably through on-site and face-to-face work during the portfolio design stage. The assignment will be delivered in the English language.**

1. **Deliverables and Schedules/Expected Outputs**

All deliverables will be submitted electronically to UNDP for approval. The table below describes the main deliverables:

|  |  |
| --- | --- |
| **Activity (as per TOR)** | **Estimated completion deadline** |
| Deliverable 1: A detailed work plan for the portfolio design process fine-tuned and approved by UNDP | Late October 2022 |
| Deliverable 2: Circular economy system analysis conducted in interaction with UNDP team and stakeholders, which feeds into the circular economy system map/ecosystem representation (a visual, high-level representation of the system in which the portfolio interventions will be developed) approved by UNDP | Mid-November 2022 |
| Deliverable 3: A set of up to 10 strategic interventions as a package to instigate transition towards circular economy in Bosnia and Herzegovina developed based on interaction and insights of the UNDP team (within a portfolio narrative up to 15 pages) and approved by UNDP in Bosnia and Herzegovina. | End-December 2022 |

NOTE: All deliverables will be subject to QA and approval by UNDP. The service provider must perform corrections if significant errors/mistakes within the delivered documents are identified during a later stage (even after the QA stage and contractual obligations). The estimated time for UNDP to review outputs, give comments and approve deliverables is 7 calendar days from receiving the documentation.

1. **Key Performance Indicators and Service Level**

Key performance indicators are as follows:

* All activities completed by defined deadlines and reports delivered in time.
* Outputs are delivered in a concise and scannable manner in grammatically acceptable and clear language.
* UNDP’s input and feedback are reacted upon in a timely and detailed manner.

To ensure the appropriate level of service, the UNDP team will have up to 7 calendar days to review outputs, provide comments/feedback and/or approve reports. Failure to meet the necessary service level may result in non-payment.

1. **Governance and Accountability**

The contractor will be under the overall supervision of the UNDP Resident Representative in Bosnia and Herzegovina and the direct oversight of the UNDP Integration and Innovation Cell Leader.

Progress reporting will be done bi-weekly via e-mail message to UNDP team. Apart from the reports specified as deliverables, the service provider is expected to inform UNDP on the progress made and the achievements or inform about critical issues or risks. UNDP keeps the right to request additional periodical updates/reports on particular issues. All coordination/progress meetings between the service provider and UNDP will have to be attended by the contractor’s Team Leader.

Day-to-day management of the service will be devolved to the service provider, led by the Team Leader. A strong performance regime will operate – with payments made to the service provider on a basis of quality assured and approved deliverables.

1. **Facilities to be provided by UNDP**

The UNDP Team will be available to transfer specific knowledge, tools and tested methodological approaches on the portfolio framework, which can be useful for the service provider. UNDP will be responsible for all conversations and engagement with stakeholders (government, private sector, etc.), as relevant and needed, in the process.

1. **Expected duration of the contract/assignment**

The expected duration of work is approximately 2 **months starting from late October 2022**. The expected date of full completion of all activities is the end of December 2022.

The estimated level of effort for this assignment is approximately **50 expert days**.

**i. Duty Station**

Most of the technical work will take place in Sarajevo, Bosnia and Herzegovina, UNDP premises.

**j. Professional Qualifications of the Successful Contractor and its key personnel**

To be eligible for this assignment, Offerors should have at minimum **5 years of relevant experience.**

Offerors must have engaged **a team of qualified experts (4 experts) who will play a role in conducting the assessment.** Among these, the Offeror should propose a Team Leader, who must be a full-time employee of the service provider. The Offeror may propose additional personnel (experts/specialists) as needed to answer adequately to the requirements and implementation timeline. In their Offer, applicants should clearly indicate the specific role and level of effort per Task for each of the proposed experts. Minimum key experts required and their competencies:

|  |  |  |
| --- | --- | --- |
| **Title** | **Responsibilities**  | **Required Competencies and Conditions** |
| **Key Expert 1: Senior System Transformation Expert/Team Leader** | * Leading the team efforts and providing substantive and expert contribution to the delivery of the service.
* Responsible for the overall delivery of contract deliverables and the quality control of contract implementation.
* Acting as the main focal point for coordination with the UNDP team.
 | Qualifications and skills:* University degree in social work, economics, political science, law or another related field.
* Excellent communication and management skills and the ability to work in partnerships.
* Knowledge of English.

General experience:* 10 years of professional experience.

Specific experience:* Experience in the area of systems thinking and system transformation frameworks in development context.
* Experience in design of portfolio of interventions in the area of circular economy is a unique asset.
 |
| **Key Expert 2: Senior Circular Economy Expert I** | * Responsible for deliverables and communication in his/her specific area of expertise (development of circular economy strategic interventions, system mapping, final written description of the portfolio of interventions).
 | Qualifications and skills:* University degree in economics, circular economy, or another related field.
* Knowledge of English language.

General experience:* 7 years of professional experience.

Specific experience: * Experience in the area of circular economy, including policy design, technical assistance; strategic interventions;
* Experience in design of portfolio of interventions in the area of circular economy is a unique asset.
 |
| **Key Expert 3: Senior Circular Economy Expert II** | Responsible for deliverables and communication in his/her specific area of expertise (development of circular economy strategic interventions, system mapping, final written description of the portfolio of interventions). | Qualifications and skills:* University degree in economics, circular economy, or another related field.
* Knowledge of English language.

General experience:* 7 years of professional experience.

Specific experience: * Experience as facilitator and trainer;
* Experience in the area of circular economy, including policy design, technical assistance; strategic interventions;
* Experience in design of portfolio of interventions in the area of circular economy is a unique asset.
 |
| **Key Expert 4: System Transformation Expert** | * Responsible for the design and custom application of specific system framework tools and approaches. Supports the overall design of the portfolio of strategic interventions, ensuring system perspective.
 | Qualifications and skills:* University degree in social work, economics, political science, law or another related field.
* Excellent analytical skills.
* Knowledge of English.

General experience:* 7 years of professional experience.

Specific experience:* Experience in the area of systems thinking and system transformation frameworks in development context.
* Experience in using visual tools for representation of complex systems.
* Experience in design of portfolio of interventions in the area of circular economy is a unique asset.
 |

**k. Price and Schedule of Payments**

Payments of the delivered services will be done according to the following timetable, each upon UNDP’s approval:

* Deliverable 1 - 10% of the Contract value upon successful upon submission and approval of the detailed / fine-tuned work plan.
* Deliverable 2 - 40% of the Contract value upon successful completion of activities and upon submission and approval of the system map and problem space analysis.
* Deliverable 3 - 50% of the Contract value upon successful submission and approval of the circular economy portfolio written description and activities planned for this stage.

For each deliverable, the release of the payment tranche is subject to UNDP’s approval of the submitted report on completed activity in line with section g. Governance and Accountability. Reports should be submitted in English language and sent by e-mail to UNDP.

# Section 6: Returnable Bidding Forms / Checklist

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

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

**Technical Proposal Envelope:**

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

**Financial Proposal Envelope**

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

|  |  |
| --- | --- |
| * Form F: Financial Proposal Submission Form
 | [ ]  |
| * Form G: Financial Proposal Form
 | [ ]  |

## **Form A:** Technical Proposal Submission Form

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

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

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

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

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

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

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

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

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

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[*Stamp with official stamp of the Bidder*]

## **Form B:** BidderInformation Form

|  |  |
| --- | --- |
| **Legal name of Bidder** | [Complete] |
| **Legal address** | [Complete] |
| **Year of registration** | [Complete] |
| **Bidder’s Authorized Representative Information** | Name and Title: [Complete] Telephone numbers: [Complete]Email: [Complete] |
| **Are you a UNGM registered vendor?** | [ ]  Yes [ ]  No If yes, [insert UGNM vendor number]  |
| **Are you a UNDP vendor?** | [ ]  Yes [ ]  No If yes, [insert UNDP vendor number]  |
| **Countries of operation** | [Complete] |
| **No. of full-time employees** | [Complete] |
| **Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (***If yes, provide a Copy of the valid Certificate):* | [Complete] |
| **Does your Company hold any accreditation such as ISO 14001 related to the environment?** *(If yes, provide a Copy of the valid Certificate):* | [Complete] |
| **Does your Company have a written Statement of its Environmental Policy?** *(If yes, provide a Copy)* | [Complete] |
| **Contact person UNDP may contact for requests for clarification during Proposal evaluation**  | Name and Title: [Complete]Telephone numbers: [Complete]Email: [Complete] |
| **Please attach the following documents:**  | * Company Profile, which should not exceed fifteen (15) pages, 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
* Latest Financial Statement (Income Statement and Balance Sheet) for the past 3 years;
* Statement of Satisfactory Performance from at last two clients for contract of similar nature, scope and complexity in the past 3 years;
* Reference list of the relevant projects performed in the last 5 years, particularly projects related to e-government capacity development
* Detailed CVs with at least three official references with contact details, indicating general and specific experience as requested by ToR;
* Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country;
* Power of Attorney, if relevant
 |

## **Form C:** Joint Venture/Consortium/Association Information Form

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

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

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

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

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

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

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

|  |  |
| --- | --- |
| Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  | Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |  |
| Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

## **Form D:** QualificationForm

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

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

**Historical Contract Non-Performance**

|  |
| --- |
| [ ]  Contract non-performance did not occur for the last 3 years  |
| [ ]  Contract(s) not performed for the last 3 years |
| **Year** | **Non- performed portion of contract** | **Contract Identification** | **Total Contract Amount** (current value in US$) |
|   |  | Name of Client: Address of Client: Reason(s) for non-performance: |  |

**Litigation History** (including pending litigation)

|  |
| --- |
| [ ]  No litigation history for the last 3 years |
| [ ]  Litigation History as indicated below |
| **Year of dispute**  | **Amount in dispute** (in US$) | **Contract Identification** | **Total Contract Amount** (current value in US$) |
|   |  | Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute:Party awarded if resolved: |  |

**Previous Relevant Experience**

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

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

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

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

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

**Financial Standing**

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

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

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

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

## **Form E:** Format ofTechnical Proposal

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

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

**SECTION 1: Bidder’s qualification, capacity and expertise**

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

**SECTION 2: Proposed Methodology, Approach and Implementation Plan**

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

* 1. A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered. **Proposed (draft) visual identity and no less than three key messages related to the Task 1 of this RFP need to be included in the methodology section.**
	2. The methodology shall also include details of the Bidder’s internal technical and quality assurance review mechanisms.
	3. Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
	4. Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
	5. Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
	6. Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
	7. Any other comments or information regarding the project approach and methodology that will be adopted.

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

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

**SECTION 3: Management Structure and Key Personnel**

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

**Format for CV of Proposed Key Personnel**

|  |  |
| --- | --- |
| Name of Personnel | [Insert] |
| Position for this assignment | [Insert] |
| Nationality | [Insert] |
| Language proficiency  | [Insert] |
| Education/ Qualifications | *[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]* |
| [Insert] |
| Professional certifications | *[Provide details of professional certifications relevant to the scope of services]* |
| * Name of institution: [Insert]
* Date of certification: [Insert]
 |
| Employment Record/ Experience | *[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]* |
| [Insert] |
| References | *[Provide names, addresses, phone and email contact information for two (2) references]* |
| Reference 1: [Insert]Reference 2:[Insert] |

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

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Personnel Date (Day/Month/Year)

## **Form F:** Financial Proposal Submission Form

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

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

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

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

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

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[*Stamp with official stamp of the Bidder*]

## **Form G:** Financial ProposalForm

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

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

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

**Currency of the proposal:** [Insert Currency]

**Table 1: Summary of Overall Prices**

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

**Table 2: Breakdown of Professional Fees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Position** | **Fee Rate** | **No. of Days/months/ hours** | **Total Amount** |
| *A* | *B* | *C=A+B* |
| 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**  | **Time**(person days) | **Professional Fees** | **Other Costs** | **Total** |
| Deliverable 1 |  |  |  |  |
| Deliverable 2 |  |  |  |  |
| Deliverable 3 |  |  |  |  |
| ….. |  |  |  |  |

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