*United Nations Development Programme*

**REQUEST FOR PROPOSAL**

**Request for Final Evaluation of a United Nations (UN) Joint Programme**

RFP No.:

Project: Fostering dialogue and social cohesion in and between Bosnia and Herzegovina, Montenegro and the Republic of Serbia (Dialogue for the Future)

Country: Bosnia and Herzegovina (contracting, on behalf of joint programme)

Issued on:

**Contents**

[Section 1. Letter of Invitation 4](#_Toc60139631)

[Section 2. Instruction to Bidders 4](#_Toc60139632)

[A. GENERAL PROVISIONS 4](#_Toc60139633)

[1. Introduction 4](#_Toc60139634)

[2. Fraud & Corruption, Gifts and Hospitality 4](#_Toc60139635)

[3. Eligibility 4](#_Toc60139636)

[4. Conflict of Interests 4](#_Toc60139637)

[B. PREPARATION OF PROPOSALS 4](#_Toc60139638)

[5. General Considerations 4](#_Toc60139639)

[6. Cost of Preparation of Proposal 4](#_Toc60139640)

[7. Language 4](#_Toc60139641)

[8. Documents Comprising the Proposal 4](#_Toc60139642)

[9. Documents Establishing the Eligibility and Qualifications of the Bidder 4](#_Toc60139643)

[10. Technical Proposal Format and Content 4](#_Toc60139644)

[11. Financial Proposals 4](#_Toc60139645)

[12. Proposal Security 4](#_Toc60139646)

[13. Currencies 4](#_Toc60139647)

[14. Joint Venture, Consortium or Association 4](#_Toc60139648)

[15. Only One Proposal 4](#_Toc60139649)

[16. Proposal Validity Period 4](#_Toc60139650)

[17. Extension of Proposal Validity Period 4](#_Toc60139651)

[18. Clarification of Proposal 4](#_Toc60139652)

[19. Amendment of Proposals 4](#_Toc60139653)

[20. Alternative Proposals 4](#_Toc60139654)

[21. Pre-Bid Conference 4](#_Toc60139655)

[C. SUBMISSION AND OPENING OF PROPOSALS 4](#_Toc60139656)

[22. Submission 4](#_Toc60139657)

[23. Deadline for Submission of Proposals and Late Proposals 4](#_Toc60139658)

[24. Withdrawal, Substitution, and Modification of Proposals 4](#_Toc60139659)

[25. Proposal Opening 4](#_Toc60139660)

[D. EVALUATION OF PROPOSALS 4](#_Toc60139661)

[26. Confidentiality 4](#_Toc60139662)

[27. Evaluation of Proposals 4](#_Toc60139663)

[28. Preliminary Examination 4](#_Toc60139664)

[29. Evaluation of Eligibility and Qualification 4](#_Toc60139665)

[30. Evaluation of Technical and Financial Proposals 4](#_Toc60139666)

[31. Due Diligence 4](#_Toc60139667)

[32. Clarification of Proposals 4](#_Toc60139668)

[33. Responsiveness of Proposal 4](#_Toc60139669)

[34. Nonconformities, Reparable Errors and Omissions 4](#_Toc60139670)

[E. AWARD OF CONTRACT 4](#_Toc60139671)

[35. Right to Accept, Reject, Any or All Proposals 4](#_Toc60139672)

[36. Award Criteria 4](#_Toc60139673)

[37. Debriefing 4](#_Toc60139674)

[38. Right to Vary Requirements at the Time of Award 4](#_Toc60139675)

[39. Contract Signature 4](#_Toc60139676)

[40. Contract Type and General Terms and Conditions 4](#_Toc60139677)

[41. Performance Security 4](#_Toc60139678)

[42. Bank Guarantee for Advanced Payment 4](#_Toc60139679)

[43. Liquidated Damages 4](#_Toc60139680)

[44. Payment Provisions 4](#_Toc60139681)

[45. Vendor Protest 4](#_Toc60139682)

[46. Other Provisions 4](#_Toc60139683)

[Section 3. Bid Data Sheet 4](#_Toc60139684)

[Section 4. Evaluation Criteria 4](#_Toc60139685)

[Section 5. Terms of Reference 4](#_Toc60139686)

[Required qualifications for the International Evaluation Consultant 4](#_Toc60139687)

[Required qualifications for the National Evaluation Consultant 4](#_Toc60139688)

[Section 6: Returnable Bidding Forms / Checklist 4](#_Toc60139689)

[**Form A:** Technical Proposal Submission Form 4](#_Toc60139690)

[**Form B:** BidderInformation Form 4](#_Toc60139691)

[**Form C:** Joint Venture/Consortium/Association Information Form 4](#_Toc60139692)

[**Form D:** QualificationForm 4](#_Toc60139693)

[**Form E:** Format ofTechnical Proposal 4](#_Toc60139694)

[**Form F:** Financial Proposal Submission Form 4](#_Toc60139695)

[**Form G:** Financial ProposalForm 4](#_Toc60139696)

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

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

Issued by: Approved by:

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

|  |  |
| --- | --- |
| Name: [insert name of Procurement Officer]  Title: [insert title]  Date: Select date | Name: [insert name of Procurement Reviewer]  Title: [insert title]  Date: Select date |

# 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. Proposal Security, if required by BDS;   6. 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. |
| **Hard copy (manual) submission**  **Email Submission**  **eTendering submission** | * 1. Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:   2. The signed Proposal shall be marked “Original”, and its copies marked “Copy” as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.   3. The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL”, as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall:   i. Bear the name and address of the bidder;  ii. Be addressed to UNDP as specified in the BDS   1. Bear a warning that states “*Not to be opened before the time and date for proposal opening*” as specified in the BDS.   If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.   * 1. Email submission, if allowed or specified in the BDS, shall be governed as follows:  1. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 2. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. 3. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.    1. Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows: 4. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 5. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 6. The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. 7. Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS. 8. Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: <http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/> |
| Deadline for Submission of Proposals and Late Proposals | * 1. Complete Proposals must be received by UNDP in the manner, and no later than c, 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 100  Total Combined Score:  **Combined Score =** (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%) |
| Due Diligence | * 1. UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:      1. Verification of accuracy, correctness and authenticity of information provided by the Bidder;      2. Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;      3. Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;      4. Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;      5. Physical inspection of the Bidder’s offices, branches or other places where business transpires, with or without notice to the Bidder;      6. Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract. |
| Clarification of Proposals | * 1. To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.   2. UNDP’s request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.   3. Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals. |
| Responsiveness of Proposal | * 1. UNDP’s determination of a Proposal’s responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.   2. If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission. |
| Nonconformities, Reparable Errors and Omissions | * 1. Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.   2. UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.   3. For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:  1. if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; 2. if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and 3. if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.    1. If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected. |
| AWARD OF CONTRACT | |
| Right to Accept, Reject, Any or All Proposals | * 1. UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP’s action. UNDP shall not be obliged to award the contract to the lowest priced offer. |
| Award Criteria | * 1. Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS. |
| Debriefing | * 1. In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder’s submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder’s submission shall not be discussed. |
| Right to Vary Requirements at the Time of Award | * 1. At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions. |
| Contract Signature | * 1. Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals. |
| Contract Type and General Terms and Conditions | * 1. The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html> |
| Performance Security | * 1. 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 |
| 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 | 60 days |
| 6 | 14 | Bid Security | Not Required |
| 7 | 41 | Advanced Payment upon signing of contract | Not Allowed |
| 8 | 42 | Liquidated Damages | Will not be imposed |
| 9 | 40 | Performance Security | Not Required |
| 10 | 18 | Currency of Proposal | Local currency BAM or /EUR/USD |
| 11 | 31 | Deadline for submitting requests for clarifications/ questions | 5 days before the submission deadline |
| 12 | 31 | Contact Details for submitting clarifications/questions | Address: UN House, Zmaja od Bosne bb, 71000 Sarajevo, Bosnia and Herzegovina  E-mail address: [registry.ba@undp.org](mailto:registry.ba@undp.org) |
| 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 the website |
| 14 | 23 | Deadline for Submission | **29 January 2021; 12:00** |
| 14 | 22 | Allowable Manner of Submitting Proposals | Courier/Hand Delivery  **X Submission by email** |
| 15 | 22 | Proposal Submission Address | Zmaja od Bosne bb  71 000 Sarajevo  Bosnia and Herzegovina  By email: [registry@undp.org](mailto:registry@undp.org)  **Ref-RFP-002-20** |
| 16 | 22 | Electronic submission (email or eTendering) requirements | * Format: PDF files only * File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. * All files must be free of viruses and not corrupted*.* * Password for technical proposal must not be provided to UNDP until the date as indicated in No. 14 *(for email submission only)* * 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:For regional DFF joint programme * Documents which are required in original (e.g. Proposal Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission:   [Registry.ba@undp.org](mailto:Registry.ba@undp.org)   * Financial offers should be password protected |
| 17 | 27  36 | Evaluation Method for the Award of Contract | Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively  The minimum technical score required to pass is 70%. |
| 18 |  | Expected date for commencement of Contract | *N/A* |
| 19 |  | Maximum expected duration of contract | Until 15 June 2021 |
| 20 | 35 | UNDP will award the contract to: | One Proposer Only |
| 21 | 39 | Type of Contract | Purchase Order and Contract for Goods and Services for UNDP  <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html> |
| 22 | 39 | UNDP Contract Terms and Conditions that will apply | UNDP General Terms and Conditions for Professional Services  <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html> |
| 23 |  | Other Information Related to the RFP |  |

# 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 RFP clause 3. | | Form A: Technical Proposal Submission Form |
| **Conflict of Interest** | No conflicts of interest in accordance with RFP clause 4. | | Form A: Technical Proposal Submission Form |
| **Bankruptcy** | Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future. | | Form A: Technical Proposal Submission Form |
| **QUALIFICATION** | |  |  |
| **History of Non-Performing Contracts[[1]](#footnote-2)** | Non-performance of a contract did not occur as a result of contractor default for the last 3 years. | | Form D: Qualification Form |
| **Litigation History** | No consistent history of court/arbitral award decisions against the Bidder for the last 3 years. | | Form D: Qualification Form |
| **Previous Experience** | Minimum 5 years of relevant experience. | | Form D: Qualification Form |
| Minimum 3 contracts of similar nature and complexity implemented over the last 5 years.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | | Form D: Qualification Form |
| **Financial Standing** | Minimum average annual turnover of USD140,000 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.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | | Form D: Qualification Form |

**Technical Evaluation Criteria**

|  |  |  |
| --- | --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | | **Points Obtainable** |
| 1. | Bidder’s qualification, capacity and experience | 300 |
| 2. | Proposed Methodology, Approach and Implementation Plan | 300 |
| 3. | Management Structure and Key Personnel | 300 |
|  | **Total** | **900** |

|  |  |  |
| --- | --- | --- |
| **Section 1. Bidder’s qualification, capacity and experience** | | **Points obtainable** |
| 1.1 | Reputation of Organization and Staff Credibility / Reliability / Industry Standing | 50 |
| 1.2 | General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted  *Scoring threshold against the maximum points obtainable:*  - Minimum 3 years of successful operation and work in a field relevant to the ToR: 30 points.  - 5 or more employees within the company/organization: 20 points.  - Clear organizational/company structure: 20 points.  - Financial stability based on average current ratio for 2017, 2018 and 2019: 10 points. | 80 |
| 1.3 | Relevance of specialized knowledge and experience on similar engagements done in the region/country  *Breakdown of the maximum points obtainable:*  *-* Number of similar projects developed and delivered in the past 3 years in the area of programme/project evaluation: 70 points.  - Successful previous work for UN/major multilateral/bilateral programmes: 30 points. | 100 |
| 1.4 | Quality assurance procedures and risk mitigation measures  - Quality assurance system/mechanism clearly elaborated and in place: 60 points. | 60 |
| 1.5 | Organizational Commitment to Sustainability (mandatory weight)  -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points  -Organization is a member of the UN Global Compact -5 points  -Organization demonstrates significant commitment to sustainability through some other means- 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues | 30 |
| **Total Section 1** | | **300** |

|  |  |  |
| --- | --- | --- |
| **Section 2. Proposed Methodology, Approach and Implementation Plan** | | **Points obtainable** |
| 2.1 | Understanding of the requirement:  Clear and relevant reflection on the Terms of reference and the project stages and outputs: 10 points  Clear and in-depth understanding of relevant processes and specific requirements as stated in ToR: 20 points  Substantively responsive to all aspects of the Terms of reference: 30 points | 60 |
| 2.2 | Description of the Offeror’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference | 80 |
| 2.3 | Details on how the different service elements shall be organized, controlled and delivered | 40 |
| 2.4 | Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement | 40 |
| 2.5 | Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic | 30 |
| 2.6 | Time plan  Time plan for performance of the service is realistic and achievable and is in line with the ToR: 25 points  Work flow, which reflects the dynamics of core process milestones, is clear and demonstrates understanding of ToR: 25 points | 50 |
| **Total Section** **2** | | **300** |

|  |  |  |  |
| --- | --- | --- | --- |
| **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? |  | **50** |
| 3.2 | Qualifications of key personnel proposed |  |  |
| 3.2 a | **Team Leader (international evaluator)** |  | **50** |
|  | - General Experience | 10 |  |
| - Specific Experience relevant to the assignment  Experience in project management and team coordination – 5 points  Experience in programme/project evaluation – 5 points  Experience in programme/project evaluation UN programmes, especially joint UN programmes and activities – 10 points  Experience in managing and leading the teams working for international organizations/ governmental programs/ business companies – 5 points | 25 |
| - Regional/International experience  Less than 3 years or 3 tasks –5 points  Between 3 and 5 years or 3 – 5 tasks – 6 to 10 points  More than 5 years or 5 tasks – 11 to 15 points | 15 |
| 3.2 b | **National Evaluator (1 position, based in Bosnia and Herzegovina)** |  | **50** |
|  | - General Experience | 15 |  |
| - Specific Experience relevant to the assignment  Experience in programme/project evaluation –15 points  Experience in working for international organizations/ governmental programs/ business companies in teams or individually – 5 points | 20 |
| - Regional/International experience  Less than 3 years or 3 tasks – 3 points  Between 3 and 5 years or 3 – 5 tasks – 4 to 7 points  More than 5 years or 5 tasks – 8 to 10 points | 10 |
| - Language Qualifications (both languages of programme countries and English) | 5 |
| 3.2 c | **National Evaluator (1 position, based in Montenegro)** |  | **50** |
|  | - General Experience | 15 |  |
| - Specific Experience relevant to the assignment  Experience in programme/project evaluation – 15 points  Experience in working for international organizations/ governmental programs/ business companies in teams or individually – 5 points | 20 |
| - Regional/International experience  Less than 3 years or 3 tasks – 3 points  Between 3 and 5 years or 3 – 5 tasks – 4 to 7 points  More than 5 years or 5 tasks – 8 to 10 points | 10 |
| - Language Qualifications (both languages of programme countries and English) | 5 |
| 3.2 d | **National Evaluator (3 position, based in the Republic of Serbia)** |  | **50** |
|  | - General Experience | 15 |  |
| - Specific Experience relevant to the assignment  Experience in programme/project evaluation – 15 points  Experience in working for international organizations/ governmental programs/ business companies in teams or individually – 5 points | 20 |
| - Regional/International experience  Less than 3 years or 3 tasks – 3 points  Between 3 and 5 years or 3 – 5 tasks – 4 to 7 points  More than 5 years or 5 tasks – 8 to 10 points | 10 |
| - Language Qualifications (both languages of programme countries and English) | 5 |
| **Total Section 3** | | | **300** |

# Section 5. Terms of Reference

1. **BACKGROUND**

[*“Fostering dialogue and social cohesion in and between Bosnia and Herzegovina, Montenegro and Serbia (Dialogue for the Future)”*  joint regional[[2]](#footnote-3) programme](https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/democratic-governance-and-peacebuilding/DFFRegional.html#:~:text=The%20overall%20goal%20of%20the,and%20genuine%20respect%20for%20diversity.) contributes to trust building and stability by providing structured opportunities for dialogue, action and policy recommendations on common social cohesion priorities in and among Bosnia and Herzegovina, Montenegro, and Serbia. The joint programme is implemented by UNDP, UNICEF and UNESCO in these three countries, and funded by the UN Peacebuilding Fund (PBF) in the overall amount of $4,183,992.51[[3]](#footnote-4). UNDP Bosnia and Herzegovina has the lead (convening) role. It has been informed by two phases of the Dialogue for the Future in Bosnia and Herzegovina and developed at the initiative of the Presidency of Bosnia and Herzegovina. The expansion into the region was recommended during the 2015 Budva Summit of the Brdo-Brijuni process, with participation of the highest elected leaders of the participating countries.

1. **programme Description**

The Dialogue for the Future joint programme posits the hypothesis that if members from different groups in the region, and especially youth, are sufficiently capacitated to engage in constructive dialogue and provided structured opportunities to identify social cohesion priorities and communicate them to their elected leaders and relevant institutions through dialogue platforms, and address them through joint programmes and activities, then this will ensure broad-based participation and create partnerships across the three countries in pursuit of commonly identified priorities because skill-building for constructive dialogue, identification of common social cohesion priorities and joint action to address them will help break down barriers among various groups and help build a sense of connectedness and understanding, which are requisite in resilience to conflict.

The Joint UN Programme seeks to contribute to the following outcome and outputs:

Outcome: Stability and trust in the region, and especially in Bosnia and Herzegovina, are enhanced.

Output 1.1. Different groups acquire and practice skills to break stereotypes, promote diversity and tolerance and advocate for peace.

Output 1.2. Citizens from different groups jointly identify and implement actions that promote social cohesion in the region.

Output 1.3. Relevant stakeholders effectively advocate for policies to improve social cohesion in the region.

In brief, the joint UN programme activities include:

• support dialogue and collaborative action around jointly identified priorities;

• empower adolescents and youth for constructive engagement and leadership;

• nurture inter-cultural dialogue;

• strengthen objective media reporting and positive storytelling, and

• empower young girls and women for greater social activism.

Detailed Results Framework of the joint UN programme is available [Annex I.](http://mptf.undp.org/factsheet/project/00113873)

Across the three participating countries, the joint programme works directly with the following target groups:

Adolescents and youth: Adolescents (10-18) and youth (18-30) receive targeted skill building to partake constructively in dialogue and decision-making processes, be active contributors to positive transformation in their communities, fight stereotypes and nourish acceptance of diversity. Skills-based training facilitates gender responsiveness and contributes to gender equality and fighting gender stereotyping in both teaching and learning.

Women: Young women, who are targeted with leadership and advocacy skills training will be empowered to become the leaders of change in their communities.

Teachers: Primary and secondary school teachers participate in learning seminars to enhance their skills in teaching media literacy, inter-modular civic education and Learning to Live Together concept. Additionally, primary and secondary schools will be provided with World Heritage in Young Hands kit, a teaching guide to sensitize young people to the importance of preserving their local, national and world heritage.

Media: Participating UN agencies will work with journalists and editors in various media outlets in the region to promote media literacy and amplify positive storytelling, fighting biased and prejudicial reporting.

Through the Small Grants Facility, 19 cross-border projects were awarded to further: build capacity of youth in media and information literacy; enable more space for volunteerism in communities; empower youth to lead and engage on issues that matter to them; recognize the role and contribution of female artists; support the empowerment of visually impaired women; ensure better care of the environment as a common good; promote inter-cultural understanding and dialogue through theater; support acceptance of diversity in communities and advocate for human rights of marginalized groups.

Steering structure: The Joint Programme Board, comprising UN Resident Coordinators and Heads of UN Agencies, as well as representatives of the Presidency and Fministries of foreign affairs in all three programme countries, is responsible for providing strategic guidance and overseeing implementation. Additionally, country coordination mechanisms, composed of relevant line ministries, provide additional country-level guidance in the joint programme. *Overview of key stakeholders and partners and their roles in evaluation is provided in Annex 2*.

Programme relevance and alignment: The joint UN regional program is aligned with the United Nations Development Assistance/Sustainable Development Cooperation Frameworks in all three programme countries. Additionally, it is aligned with the European Union’s Strategy for the Western Balkans, as well as the 2030 Agenda for Sustainable Development, specifically goals 4, 5, 11 and 16.

Covid-19 related context: The joint UN regional programme has adapted to COVID-19 circumstances, moving activities to online format and supporting grantee and partner organizations with dedicated learning seminars on various digital platforms. This also includes organization of online grant mentoring visits.

Therefore, the joint UN regional programme is looking for a company, research institute, university or consortium of such (Service Provider), with strong presence in Bosnia and Herzegovina, Montenegro, and Serbia, which can provide high quality and reliable evaluation in the three participating countries.

1. **Purpose AND objectives**

**a) Purpose**

The purpose of this Final Evaluation is (i) to assess the achievements of the joint UN programme **“Fostering Dialogue and Social Cohesion in and Between Bosnia and Herzegovina, Montenegro and Serbia (Dialogue for the Future)”** in an inclusive way and (ii) to determine its overall added value to social cohesion and peacebuilding in the three programme countries. Specifically, it will assess benefits for youth supported to acquire and practice skills to help break stereotypes and constructively interact across divides; for citizens from different groups supported to jointly identify and implement actions that can promote social cohesion in and between Bosnia and Herzegovina, Montenegro and Serbia, as well as the effects of policy recommendations advocated and adopted by authorities and relevant stakeholders to improve social cohesion in the region.

In assessing the degree to which the joint programme met its intended social cohesion and peacebuilding objectives and results, the Final Evaluation will provide key lessons about successful approaches and operational practices, as well as highlight areas where the programme performed less effectively than anticipated. In that sense, this Final Evaluation is equally about impact and accountability as well as about learning.

The information, findings, lessons learned and recommendations generated by the programme evaluation will be used by the Joint Programme Board, Peacebuilding Fund, UNDP, UNICEF, UNESCO and other relevant stakeholders to inform future programming.

**b) Objective**

Objectives of the Final Evaluation are to:

* **Assess the relevance and appropriateness** of the joint UN programme in terms of: 1) addressing peacebuilding issues; 2) whether the programme capitalized on the UN’s added value in the region, having in mind two previous iterations of the BiH-focused project; 3) extent to which programme approaches were adequate and provided for maximum impact; and 4) the degree to which the programme addressed cross-cutting issues, such as social cohesion and gender-sensitivity;
* Assess to what extent the joint programme has made a **concrete contribution to reducing a conflict factor in the region**. With respect to PBF’s contribution, the evaluation will also evaluate whether the programme helped advance achievement of the [SDGs](https://sdgs.un.org/goals), and in particular - [SDG 16](https://sdgs.un.org/goals/goal16);
* Evaluate the **programme’s efficiency**, including its implementation strategy, institutional arrangements in the specific regional context as well as its management and operational systems and value for money;
* Assess whether the programme has been implemented through a **conflict-sensitive approach[[4]](#footnote-5)**;
* Document **good practices**, innovations and lessons emerging from the programme implementation;
* Provide strategic and actionable **recommendations for future programming,** especially from viewpoint of sustainability and programme substantive scope, approaches, target groups and partnerships for expanded impact.

1. **Scope of work**

This Final Evaluation will examine the joint UN regional programme’s contribution to social cohesion and peacebuilding results, based on the programme results framework, as well as other monitoring data collected during the evaluation. The evaluators should also assess and capture intended or unintended impacts and developments.

Additionally, the Final Evaluation will assess the extent to which the planned programme specific outcomes and outputs have been achieved and the likelihood for their full achievement by the end of April 2021. The Final Evaluation will look into the overall programme performance and results, covering three countries where the programme is implemented (Bosnia and Herzegovina, Montenegro and Serbia).

Specifically, the Final Evaluation will review, evaluate and make recommendations regarding the implementation of the programme components related to support to dialogue and collaborative actions around jointly identified priorities; empowerment of adolescents and youth for constructive engagement and leadership; inter-cultural dialogue; objective media reporting and positive storytelling, and promotion of the social and political empowerment of young girls and women.

The Final Evaluation will look into the programme’s processes, innovations, strategic partnerships and linkages in the specific regional context, that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks, as well as internal, including: weaknesses in programme design, coordination, management, human resource skills, and resources. As an integral part of the Final Evaluation report and specifically under the impact criteria, the Evaluation Team will review the programme effects and impact on its target groups, including those benefiting from 19 implemented grants

Finally, the evaluation will assess how has the programme adjusted its implementation strategy and approach to respond to new circumstances imposed by the COVID-19 pandemic.

1. **methodology**

Based on the [UNDP Evaluation Guidelines,](http://web.undp.org/evaluation/guideline/covid19.shtml) [UNEG Norms and Stand for Evaluations (2016)](http://www.unevaluation.org/document/detail/1914) and in consultations with the implementing UN Agencies (UNDP, UNICEF, UNESCO), the Final Evaluation will be participatory, involving relevant stakeholders. Also, the evaluation will be conducted in line with UNDP Independent Evaluation Office’s [Decentralized evaluation guidance for implementing evaluations remotely/virtually](http://web.undp.org/evaluation/guideline/documents/covid19/update/June2020/UNDP%20DE%20Guidance%20%20Virtual%20Evaluations%20during%20COVID-19%20June%202020.pdf).

The Final Evaluation will be conducted by the Evaluation Team composed of an International Evaluation Consultant/Team Leader and National Evaluation Consultants (3 positions, one per participating country respectively). The International Evaluation Consultant will lead the evaluation process and decide on planning and distribution of the evaluation workload and tasks among the evaluation team. She/he will closely collaborate with the National Evaluation Consultants who will provide support throughout the evaluation process.

The Evaluation Team will propose an **adjusted evaluative approach/ methodologies that will be used to conduct the evaluation effectively in the COVID – 19 pandemics circumstances, including application of safety guidance, extended desk reviews and virtual stakeholder meetings and interviews by evaluators[[5]](#footnote-6)** and agree on a detailed plan for the assignment as part of the evaluation Inception Report[[6]](#footnote-7). The proposed methodology may employ any relevant and appropriate quantitative, qualitative or combined methods to conduct the programme evaluation, exploring specific, gender sensitive data collecting and analytical methods and tools applicable in the concrete case. The Evaluation Team is expected to creatively combine the standard and other evaluation tools and technics to ensure proper triangulation, maximum reliability of data and validity of the evaluation findings.

Standard UNDP evaluation methodology would suggest the following data collecting methods:

* Desk review:The Evaluation Team will conduct a detailed review of the programme materials and deliverables including but not limited to the Project Document, theory of change and results framework, monitoring reports, annual workplans, consolidated progress reports, etc. *An extensive list of documents for desk review is provided in Annex 3.*
* Key informant interviews: Using virtual technological solutions, the Evaluation Team will remotely interview representatives of main institutional partners and implementing partners. For the interviews, the Evaluation Team is expected to design evaluation questions around relevance, effectiveness, efficiency and sustainability criteria, according to different stakeholders to be interviewed. *A detailed list of main stakeholders that may be considered for meetings is provided in Annex 2.*
* Meetings / focus group discussions with relevant stakeholders will be conducted remotely.
* Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, etc. Skype interviews, mobile questionnaires, online surveys, collaboration platforms (slack or yammer) and satellite imagery are recommended to be used to gather data. Stakeholders that are dealing with existing emergencies should be given advance notice.
* Field visits will take place only if the epidemiological circumstances permit.

**Stakeholders involvement:** During the evaluation process, the Evaluation Team is expected to meet senior representatives of all involved UN Agencies, as well as the programme team, key stakeholders and beneficiaries in each participating country. Initial briefing and evaluation debriefing to obtain the critical feedback on the Final Evaluation report are envisaged. To assess programme performance, approach and modalities, the Evaluation Team will seek to meet key programme partners and stakeholders, including members of the Joint Programme Board and country coordination bodies. In addition, the views of representatives of faculties of political sciences in Sarajevo, Belgrade and Podgorica, as well as civil society organisations should be considered to obtain critical insight and information on the programme activities and results. During these meetings, it would be important to record and accumulate inputs necessary not only for the programme evaluation, but also to highlight recommendations and advise on potential project future work programme.

The expected duration of the assignment is up to 140 expert days, in the period February – 15 June 2021.

1. **EVALUATION CRITERIA AND KEY QUESTIONS**

The Final Evaluation is to answer the following questions, based on the identified main objectives, so as to determine the programme’s relevance, performance, results, effectiveness, efficiency, impact and sustainability, including lessons learned and forward-looking recommendations. The Final Evaluation questions summarized below are based on the OECD DAC evaluation criteria, as well as PBF specific evaluation criteria, which have been adapted to the context.

**Relevance**

* Were the programme’s peacebuilding objectives relevant to the needs of the programme beneficiaries, having in mind political, social and institutional context of the countries where the programme is implemented?
* Was the programme relevant to the UN’s peacebuilding mandate and the SDGs, in particular SDG 16, as well as UN Sustainable Development Cooperation Frameworks?
* Have any changes been made to the programme design during implementation? If so, did that lead to significant design improvements?
* Were coordination, management and financing arrangements clearly defined at the design stage and did these support institutional strengthening and local ownership?
* Was the programme successful in adjusting its implementation strategy and approach to the new circumstances imposed by the COVID-19 pandemic?

**Effectiveness**

* To what extent were the programme activities implemented and intended results achieved? What are the main programme accomplishments?[[7]](#footnote-8)

What are the positive or negative, intended or unintended, peacebuilding changes brought about by the programme?

* To what extent has the programme contributed to strengthening partnership between youth, civil society organizations, academia, media professionals, teachers?
* To what extent has the programme effectively outreached and engaged marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities…) and supported gender mainstreaming and women’s empowerment?
* How effective was the programme’s interaction with other complementary projects (including implemented by the UN) in order to trigger synergies maximizing development results?
* Was the programme well-timed to address a conflict factor or capitalize on a specific window of opportunity?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically to achieve the programme results?
* Are there any weaknesses in programme design, coordination, management, human resource skills, and resources?
* How well did the programme collect and use data to monitor results? How effectively was updated data used to manage the programme?
* How well did the programme team communicate with implementing partners, stakeholders and programme beneficiaries on its progress?
* To what degree did the political developments in each participant country influence the programme’s efficiency?

**Impact**

* Has the programme contributed or is likely to contribute to medium or long-term peacebuilding, social, economic, or other results?
* What are the main benefits (qualitative and quantitative) for the target groups, including for vulnerable groups? How have cross-cutting issues, such as gender equality, disability, and reaching the most vulnerable, been effectively taken up?
* To what extent are key stakeholders/final beneficiaries satisfied with the programme implementation, specifically in terms of the partnership support and what are specific expectations for the potential follow-up assistance?
* What are the key lessons to be drawn at this point of the joint programme implementation? What are the main recommendations for the remainder, as well as for future programming?
* What is the impact of COVID-19 on the programme implementation and how the limitations imposed by the pandemic were lifted?

**Sustainability**

* To what extent are the programme outputs sustainable? How could the programme results be further sustainably projected and expanded?
* To what extent has the programme approach (intervention strategy) managed to create ownership of the key national stakeholders?
* At this stage of programme implementation, what could be possible after-programme priority interventions and general recommendations, which could further ensure sustainability and scaling up of programme achievements?
* What would be future priority interventions to ensure long-term sustainability of the programme achievements, having in mind the current COVID- 19 related context?

**Coherence**

• To what extent did the PBF programme complement the interventions conducted under two BiH-focused PBF projects, as well as work among different entities, especially with other UN actors?

• If the programme was part of a broader package of PBF, to what degree were the design, implementation, monitoring and reporting aligned with that of other programmes?

• How were stakeholders involved in programme design and implementation?

**Conflict sensitivity**

* Did the programme have an explicit approach to conflict-sensitivity?
* How was the ‘do no harm’ principle applied in the programme’s work with beneficiaries?
* Were recipient UN agencies’ internal capacities adequate for ensuring an ongoing conflict-sensitive approach?
* Were there tools to ensure conflict-sensitive programme management and delivery?

**Catalytic**

• Was the programme financially and/or programmatically catalytic?

• Has PBF funding been used to scale-up / match other peacebuilding work and/or has it helped to create broader platforms for peacebuilding in the target countries?

• Was PBF funding used to leverage political windows of opportunity for engagement?

**Risk tolerance and innovation**

• If the programme was characterized as a “high risk”, were risks adequately monitored and mitigated?

• How novel or innovative was the programme approach? What are innovative practices and approaches captured in the implementation process?

1. **EVALUATION TASKS AND DELIVERABLES**

Following the initial briefing and a detailed desk review, the Evaluation Team will be responsible for delivering the following products and tasks:

* **Inception Report (10-15 pages)** will be presented before the Final Evaluation starts, showing how each evaluation question will be answered by proposing methods, sources of data and data collection procedures. The Inception Report should elaborate an **evaluation matrix** (*provided in Annex 4*) for the programme and propose a schedule of tasks, activities and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the [UNDP Evaluation Guidelines, p. 22-23.](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)
* **Evaluation and data collection:** Upon the approval of the Inception Report and the evaluation work plan by the UNDP, the Evaluation Team is expected to carry out the programme evaluation, including review of effects of field programme in target localities. **The proposed data collecting methodologies presented in the Evaluation Inception Report should limit the exposure of any consultant, team member, beneficiary or stakeholder to the pandemic,** therefore, strongly recommended is use of remote and virtual methodologies.
* **Draft Final Evaluation Report:** Based on the findings generated through desk review and data collection process, the evaluation team leader will prepare and submit the Draft Evaluation Report to the UNDP team and key stakeholders for review. *Structure of the Report is outlined in Annex 5.*
* **Final Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions and requests for clarification on the evaluation draft will be submitted to the evaluation team leader and addressed in the agreed timeframe. The evaluation Team Leader should reply to the comments through the **evaluation audit trail document**[[8]](#footnote-9). If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.
* **Final Evaluation debriefings:** will be held with implementing UN Agencies and other key stakeholders to present main findings and recommendations either face-to-face or in a form of a Skype briefing. In addition, short briefings on immediate findings with UNDP senior management will be considered after completion of the initial assessment.
* **Final Evaluation Report** (maximum 50 pages of the main body) should be logically structured, contain data and evidence-based findings, conclusions, lessons and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the Evaluation Team will provide **forward-looking actionable recommendations,** outlining key strategic priorities to be addressed in the potential next phase of the programme.[[9]](#footnote-10)

*Note: as previously indicated, all reports will be shared with Peacebuilding Fund for their approval.*

**7. EVALUATION ETHICS**

This Final Evaluation will be conducted in accordance with the principles outlined in the [UNEG ‘Ethical Guidelines for Evaluation’.](http://www.unevaluation.org/document/detail/102) The Evaluation Team must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The Evaluation Team must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses, with the express authorization of UNDP and partners. Members of the Evaluation Team should be free from any conflict of interest related to this evaluation.[[10]](#footnote-11)

Specific ethical considerations:

The UN/UNICEF's ethical guidelines will be followed in all phases of the Final Evaluation. The evaluation consultants applying (evaluators) for this assignment should indicate as part of their technical proposal how they intend to incorporate ethical standards, considering the following aspects:

Informed consent must be requested in writing from all participants in the evaluation. Participants must be informed before giving consent that in case a specific breach of a human right is raised during the interviews (for example: violence against children or adults), that this will need to be shared with relevant authorities, in accordance with UN/UNICEF's standards and existing legislation in Bosnia and Herzegovina. After this notification, participants can decide if they will further participate in the evaluation. All other information given during focus group discussions and interviews will be kept confidential.

The Final Evaluation will apply the principle of the ‘best interests of the child’, in which the welfare and best interests of the participants will be the primary consideration in methodology design and data collection. The evaluation will be guided by the UN Convention on the Rights of the Child, in particular Article 3.1 which states that: “In all actions concerning children, whether undertaken by public or private social welfare institutions, courts or legislative bodies, the best interests of the child shall be a primary consideration.”

The evaluators must have proof that they have undertaken a course in ethics in research with children and adults from a recognised institution, either during their study or work. In case they do not have this, they must undertake UNICEF’s course in ethics in research with children and adults on [AGORA](https://agora.unicef.org/).

If relevant given the COVID-19 circumstances, the evaluators need to indicate that they can secure venues for FGDs and interviews, which are in line with the rules of privacy protection and respectful, a comfortable setting where participants cannot be overheard.

Particular care will be taken to ensure that questions are asked sensitively, appropriate to the age, gender, ethnicity and social background of the participants. Evaluators will speak with participants in their local language. Clear language will be used which avoids victimisation, blame and judgement. Where it is clear that the interview is having a negative effect on a participant, the interview will be stopped. Evaluators need to indicate how they will ensure adequate cultural understanding of the context and how they will ensure to respect this during the evaluation process.

Physical safety and well-being of researchers and participants must be ensured at all times. Evaluators need to indicate how this will be ensured.

All data will be securely stored during the evaluation process. Three months after the end of the evaluation all data will be erased from computers/laptops and hard copies destroyed. Proof of having IT skills to do this needs to be indicated by the applicants when submitting the proposal.

**8. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCES**

The Final Evaluation will be conducted by the Evaluation Team composed of an International Evaluation Consultant (Team Leader) and National Evaluation Consultants. The Team Leader will lead the evaluation process and decide on planning and distribution of the evaluation workload and tasks. She/he will closely collaborate with the National Consultants who will provide support throughout the evaluation process.

**More specifically, the key tasks of the International Evaluation Consultant (Team Leader) will be to:**

* Act as the main focal point for communication with the DFF joint programme;
* Be responsible for the overall quality of all deliverables to be produced in a timely manner: Inception Report, Draft Report, Final Report;
* Supervise the National Evaluation Consultants;
* Agree on the plan for all aspects of the evaluation with the Evaluation Manager, in collaboration with UNDP, UNICEF and UNESCO;
* Take into consideration UNICEF, UNDP and UNESCO recommendations at all stages of the evaluation;
* Be responsible for ensuring adherence to UNICEF Ethical Research Guidelines involving children.
* Prepare all the deliverables in English.
* Ensure that the Final Evaluation Report includes evidence and analysis to the highest possible standards and based on the proposed Report structure in the relevant Annex.
* Raise any limitations/constraints regarding the evaluation at the earliest opportunity, so that, as far as possible, these can be addressed, with any outstanding limitations to be noted in the Final Evaluation Report.
* Plan and conduct the evaluation, including participating in field work, according to the methodology agreed upon in the inception report.
* Ensure that confidentiality is maintained and that the evaluation does not include any risk, including reputational risk, for any of the stakeholders.
* Take overall responsibility for delivering the Final Evaluation in accordance with the Terms of Reference, ensuring the quality of all products.

**The National Evaluation Consultants will:**

Assist the Evaluation Team Leader with drafting the deliverables: Inception report, Draft report, Final report; participate in the field work; provide field work reports for the Evaluation Team Leader/ International Consultant.

The Evaluation Team will work in close cooperation with the joint UN programme team consisting of three UN agencies (UNDP, UNICEF and UNESCO in Bosnia and Herzegovina, Montenegro and Serbia) and will report to the Evaluation Manager, who will oversee and support the overall evaluation process. In addition, an evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. The UN Senior Management will take responsibility for the approval of the evaluation report. Implementing UN Agencies will support the implementation of remote/ virtual meetings and provide an updated stakeholder list with contact details (phone and email) to the Evaluation Team. The Evaluation Team will be responsible for all components of the evaluation and responsible for provision of deliverables listed previously on time and of acceptable quality.

The Evaluation Team should act with integrity and respect for all stakeholders according to the UNEG Ethical Guidelines for Evaluation. Evaluation Team members shall not have any relevance with DFF programme design and implementation processes.

**Required qualifications for the International Evaluation Consultant**

* Advanced university degree in social science, human rights or related peacebuilding fields (certificates in evaluation studies is an asset);
* Expertise in the field of peacebuilding;
* Extensive experience in designing and conducting evaluations and surveys, quantitative and qualitative analysis and data analysis (minimum of 7 years);
* Excellent knowledge of monitoring and evaluation methodologies; sound judgment and ability to objectively evaluate programmes in terms of processes, as well as results achieved (evidenced through previously conducted evaluations and references);
* Experience in conducting evaluations related to peacebuilding;
* Knowledge of political situation in Southeastern Europe region;
* Knowledge of youth, human rights, gender equality, social cohesion;
* Familiarity with the UN system is a strong asset;
* Languages Requirements: fluency in English language.
* Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

**Required qualifications for the National Evaluation Consultant:**

The National Evaluation Consultant is required to possess the following competencies:

* Advanced university degree in social science, human rights or related peacebuilding fields;
* Expertise in work on peace building/social cohesion/intercultural understanding and related fields;
* Minimum 3 years of expertise in the area of evaluation and M&E;
* Knowledge on child rights, human rights, gender equality and social inclusion;
* Demonstrated ability to prepare interview/focus groups protocols and other evaluation instruments;
* Excellent communication and presentation skills in English and languages of participating countries;
* Excellent analytical and report writing skills;
* Familiarity with the UN system is a strong asset.

*Note:* National Evaluation Consultant(s) should be based in and responsible for each of the programme countries, i.e. Bosnia and Herzegovina, Montenegro and the Republic of Serbia.

*The consultants must not have any relation to the programme, or be currently employed by UNICEF, UNDP or UNESCO or have any personal benefits from the result of the evaluation.*

**9. eVALUATION TIMEFRAME AND Deliverables**

The following outputs and deliverables are expected to be produced by the Service Provider, per request and needs of the DFF regional programme and prior approval of the designate DFF regional programme representative(s) and Peacebuilding Support Office (PBSO):

|  |  |  |
| --- | --- | --- |
|  | **Deliverables** | **ANTICIPATED DUE Date** |
| 1 | **Task 1:** **Inception Report (10-15 pages)** will be presented before the evaluation starts, showing how each evaluation question will be answered by proposing methods, sources of data and data collection procedures. The Inception Report should elaborate an evaluation matrix (provided in Annex 4) for the programme and propose a schedule of tasks, activities and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the UNDP Evaluation Guidelines, p. 22-23. | 22 February 2021 |
| 2 | **Task 2:** **Evaluation and data collection**: Upon the approval of the Inception Report and the evaluation work plan by the designated representatives of the Joint Programme and PBSO), the evaluation team is expected to carry out the programme evaluation, including review of effects of infrastructure programmesprogrammes in target localities. The proposed data collecting methodologies presented in the Evaluation Inception Report should limit the exposure of any consultant, programme team member, beneficiary or stakeholder to the pandemic, therefore, strongly recommended is use of remote and virtual methodologies. | March 2021 |
| 3 | **Task 3:** **Draft Evaluation Report:** Based on the findings generated through desk review and data collection process, the evaluation team leader will prepare and submit the Draft Evaluation Report to the Joint Programme for review. Structure of the Report is outlined in Annex 5. | April 2021 |
| 4 | **Task 4:** **Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions and requests for clarification on the evaluation draft will be submitted to the evaluation team leader and addressed in the agreed timeframe. The evaluation team leader should reply to the comments through the evaluation audit trail document. If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement. | First half May 2021 |
| 5 | **Task 5: Evaluation debriefings:** will be held with UN agencies and other key stakeholders to present main findings and recommendations either face-to-face or in a form of a Skype briefing. | Second half of May 2021 |
| 6 | **Tasks 6: Evaluation Report** (maximum 50 pages of the main body) should be logically structured, contain data and evidence-based findings, conclusions, lessons and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the evaluation team leader will provide **forward-looking actionable recommendations,** outlining key strategic priorities to be addressed in the potential next phase of the programme.[[11]](#footnote-12) | First half of June 2021 |

Note: All deliverables need to be submitted in the English and languages of participating countries.

***UNDP Evaluation Guidelines Note:******UNDP Evaluation Guidelines Note:*** *As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.*

*If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel.*

*A short validation mission may be considered if it is confirmed to be safe for staff. International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel.* ***No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.***

**8. Key performance indicators (KPI) and service level**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activity/Month in which activities are implemented** | 2021 | | | | |
| Feb | March | April | May | June |
| **Deliverable 1: Inception Report**  methods, sources of data, data collection, evaluation matrix, schedule, activities included; clear and logical; concise; structure compliant; maximum 20 pages. | Second half |  |  |  |  |
| **Deliverable 2: Data collection**  Correspondence; number of meetings/interviews held in all participating countries; minutes. |  |  |  |  |  |
| **Deliverable 3: Draft Evaluation Report**  clear presentation of findings, conclusions and recommendations; maximum 50 pages. |  |  |  |  |  |
| **Deliverable 4: Evaluation review**  Review within the Joint Programme |  |  |  | First half |  |
| **Deliverable 5: Evaluation debriefings**  Meetings and consultations with UN staff in the Joint Programme |  |  |  | Second half |  |
| **Deliverable 6: Evaluation report**  clear presentation of final version of the findings, conclusions and recommendations; maximum 50 pages; succinct PPT presentation of up to 20 slides; |  |  |  |  | First half |

Should the Service Provider fail to deliver services as per defined minimum standards (KPI) or following steps described in the Scope of Work or according to agreed monthly activity plans, DFF regional programme may withhold the payment or cancel the contract.

**9.governance and accountability**

The Service Provider will act under direct supervision of the UNDP Evaluation Manager and will submit reports and seek approval for any and all actions from them.

The Service Provider will maintain direct communication with representatives of implementing UN agencies within three countries, in order to ensure delivery of high quality services tailored for specific audiences and/or a country.

Final approval on undertaking of specific activities remains with UNDP Evaluation Manager as mentioned above, while clearance of all noted deliverables will also include the Peacebuilding Support Office (donor).

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

**10. FACILITIES TO BE PROVIDED BY THE UN JOINT PROGRAMme**

To achieve the aforementioned objectives, the Joint Programme will share available documentation, reports, available analytical documents and other available data it may have, contact lists of implementing partners, Joint Programme Board and Country Coordination body members. UNDP, as Convening Agency in the Joint Programme, will prepare an introductory letter to introduce evaluation and evaluation team to partner institutions.

The implementation of this activity does not foresee support personnel or logistic support to be provided by UNDP at any stage of implementation.

**11. EXpected duration of the contract**

The timeframe for delivering services under this ToR begins with the date of the signature and ends on 30 April 2021.

**12. DUTY STATION**

The Service Provider is expected to deliver services in three countries: Bosnia and Herzegovina, Montenegro and the Republic of Serbia.

**13. Reporting**

Reporting is considered as the formal presentation of relevant indicators / information and is related to service delivery under these Terms of Reference. The Service Provider is expected to provide monthly updates on performance of the above tasks to the designated UNDP Evaluation Manager.

**14.Price and schedule of payments**

a) The contract price is an output-based price regardless of extension or decrease of the herein specific implementation duration. The number of performed tasks will determine the amount of the payment. UNDP reserves the right to reject the implementation of some assignment tasks.

b) The computation of the contract price shall include professional fees, any travel expenses, living allowances, taxes, logistics costs and all applicable other costs related to the implementation of the required tasks. The programme will cover no additional cost, not listed in the bidder’s proposal, that falls under the implementation of the tasks listed in section Deliverables and schedules / expected outputs.

Payments will be made based on successful achievement delivery of specific services during the reporting period and submission and written acceptance by the Joint Programme and PBSO (donor), per the following schedule:

1. 30% will be paid upon approval of inception report
2. 20% after the data collection and validation
3. 50% after full approval of the final evaluation report.

**Remark:** UNDP holds the right to reject development or implementation of some of assignment tasks or to reduce the scope of assignment tasks. In that case, the price of the rejected or reduced tasks would be subtracted from the total price.

# Section 6: Returnable Bidding Forms / Checklist

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

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

**Technical Proposal Envelope:**

|  |  |
| --- | --- |
| **Have you duly completed all the Returnable Bidding Forms?** |  |
| * Form A: Technical Proposal Submission Form | ☐ |
| * Form B: Bidder Information Form | ☐ |
| * Form C: Joint Venture/Consortium/ Association Information Form | ☐ |
| * Form D: Qualification Form | ☐ |
| * Form E: Format of Technical Proposal | ☐ |
| * Awards received for similar scope of work/services outlined in this RfP | ☐ |
| **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 * Local Government permit to locate and operate in assignment location, if applicable * Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country * Power of Attorney |

## 

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

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

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

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

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

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

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

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

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

## 

## **Form D:** 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.
  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) |  |
| **Price per Deliverable** (from Table 4) |  |
| **Total Amount of Financial Proposal** |  |

**Table 2: Breakdown of Professional Fees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Position** | **Fee Rate** | **No. of Days/months/ hours** | **Total Amount** |
| *A* | *B* | *C=A+B* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Subtotal Professional Fees:** | | | |  |

**Table 3: Breakdown of Other Costs**

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

**Table 4: Breakdown of Price per Deliverable/Activity (sum of table 2 and 3)**

**Bidder is requested to provide cost estimate for a specific service / deliverable / activity with each budget item (including staff) detailed under the task it falls under and calculated as a) price per unit and b) sum of units, or c) a lump sum.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Deliverable/**  **Activity description** | **Time**  (person days) | **Professional Fees** | **Other Costs** | **Total** |
| **1** |  |  |  |  |  |
|  | **Staff (please indicate each position)** |  | xx |  |  |
|  | **Other costs (please itemize)** |  |  | xx |  |
| **2** |  |  |  |  |  |
| **3** |  |  |  |  |  |
| **4** |  |  |  |  |  |
| **5** |  |  |  |  |  |
| **6** |  |  |  |  |  |
| **7** |  |  |  |  |  |
| **8** |  |  |  |  |  |
| **9** |  |  |  |  |  |
| **10** |  |  |  |  |  |
| **11** |  |  |  |  |  |
| **12** |  |  |  |  |  |
|  | **Total (1.b+2.b+3.b+4.b+5.b+ 6+7+8+9+10+11+12)** |  |  |  |  |

1. Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted. [↑](#footnote-ref-2)
2. The word ‘regional’ is used for easier reference. In its format, the program is technically a ‘multi-country’ program, funded through the Immediate Response Facility of the UN Peacebuilding Fund. [↑](#footnote-ref-3)
3. Breakdown of funding in programme countries is as follows: BiH: $1,933,293.42; Montenegro: $946,335.32; Republic of Serbia: $1,304,363.81 [↑](#footnote-ref-4)
4. For better understanding of what conflict-sensitive approach refers to, please visit: <https://peaceinfrastructures.org/SitePages/Thematic.aspx?IdThematic=11#:~:text=A%20conflict%20sensitive%20approach%20involves,this%20intervention%20on%20conflict%20dynamics> [↑](#footnote-ref-5)
5. [UNDP Evaluation Guidelines: Evaluation During COVID-19](http://web.undp.org/evaluation/guideline/covid19.shtml). [↑](#footnote-ref-6)
6. The Inception report must be approved by both the Evaluation Manager and the PBF prior to commencement of data collection in the field. [↑](#footnote-ref-7)
7. Overview of the programme progress against the result framework programme indicators to be provided in an Annex to the Final Evaluation Report. [↑](#footnote-ref-8)
8. Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p. 25 [↑](#footnote-ref-9)
9. Evaluation Report Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p.49 [↑](#footnote-ref-10)
10. [UNDP Evaluation Guidelines, Box 7. Sources of conflict of interest in evaluation](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf) [↑](#footnote-ref-11)
11. Evaluation Report Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p.49 [↑](#footnote-ref-12)