

## REQUEST FOR QUOTATION NO. RfQ26/03356

### Provision of Call Centre / Information Support Hotline Services for the eSocial Information System – Energy Vulnerability Fund Module

#### SECTION 1: REQUEST FOR QUOTATION (RFQ)

UNDP through the “Digital Transformation of Social Protection in the Republic of Moldova” Project, kindly requests your quotation for the Request for Quotation no. **RfQ26/03356: Provision of Call Centre / Information Support Hotline Services for the eSocial Information System – Energy Vulnerability Fund Module** as detailed in the line items section of this RFQ.

This Request for Quotation comprises the following documents:

Section 1: This RFQ document generated by the online system

Section 2: RFQ Instructions and Data

Annex 1: Schedule of Requirements

Annex 2: Quotation Submission Form

Annex 3: Technical and Financial Offer

Annex 4: Format for CV of the proposed Key Personnel

When preparing your quotation, please be guided by the RFQ Instructions and Data. Please note that quotations must be submitted directly in the system responding to the questions and uploading required documents by the date and time indicated in the online portal. It is your responsibility to ensure that your quotation is submitted before the deadline. Quotations received after the submission deadline outside the online portal, for whatever reason, will not be considered for evaluation.

Quotations must be submitted directly in Quantum NextGenERP supplier portal following the link: <http://supplier.quantum.partneragencies.org> using the profile you may have in the portal (please log in using your username and password).

Follow the instructions in the user guide to search for the tender using search filters, namely **Negotiation ID: UNDP-MDA-01091** and subscribe to the tender in order to get notifications in case of amendments of the tender document and requirements.

In case you have never registered before, follow this link to register a profile: <https://estm.fa.em2.oraclecloud.com/fscmUI/redwood/supplier-registration/register-supplier/register-supplier-verification?id=TUW16eK6qsD94MNMxATNMoyCOHny7FmchTkUZsdOqrAW4sy6L5xSAB033Q%3D%3D>

Do not create a new profile if you already have one. Use the forgotten password feature in case you do not remember the password or the username from previous registration.

Should you require further clarifications on the application through the Quantum online portal, kindly contact the Procurement Unit at [sc.md@undp.org](mailto:sc.md@undp.org). Please pay attention that the bid shall be submitted online through the Quantum system and any bid sent to the above email shall be disqualified.

Should you require further clarifications on the Request for Quotation, Terms of Reference or other requirements, kindly communicate using the messaging functionality in the portal.

Deadline for Submission of Offers (Date and Time), which is visible in the online procurement system will be final. System will not accept submission of any bid after that date and time. It is the responsibility of the bidder to make sure that the bid is submitted prior to this deadline for submission.

Bidders are advised to upload bid documents and to submit their offer a day prior or well before the date and time indicated under the deadline for submission of Offers. Do not wait until last minute. If Bidder faces any issue during submitting offers at the last minutes prior to the deadline for submission, UNDP may not be able to assist on such a short notice and will not be held liable in such instance. UNDP will not accept any offer that is not submitted directly through the System.

Thank you and we look forward to receiving your quotation.

UNDP Moldova

## SECTION 2: GENERAL INSTRUCTIONS

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Introduction</b>                                 | <p>Bidders shall adhere to all the requirements of this RFQ, including any amendments made in writing by UNDP. This RFQ is conducted in accordance with the <a href="#">UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement</a></p> <p>Any Bid submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Bid by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFQ.</p> <p>UNDP reserves the right to cancel the procurement process at any stage without any liability of any kind for UNDP, upon notice to the bidders or cancellation of the tender in the online portal.</p>                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Deadline for the Submission of Quotation</b>     | <p>Deadline is indicated in the online portal.</p> <p>If any doubt exists as to the time zone in which the quotation should be submitted, refer to <a href="http://www.timeanddate.com/worldclock/">http://www.timeanddate.com/worldclock/</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Method of Submission</b>                         | <p>Quotations must be submitted as follows:</p> <p>NextGenERP supplier portal following this link: <a href="#">Supplier Portal</a>, using the profile you may have in the portal.</p> <p>Follow the instructions in the user guide to search for the tender using Negotiation ID.</p> <p>In case you have never registered before, follow this link to register a profile: <a href="#">Supplier Registration</a>.</p> <p>Do not create a new profile if you already have one. Use the forgotten password feature in case you do not remember the password or the username from previous registration.</p> <ul style="list-style-type: none"> <li>• File Format: All attachments must be in PDF format unless otherwise instructed by UNDP.</li> <li>• File names must be in Latin alphabet/keyboard and clearly indicate the content of the document to facilitated review.</li> <li>• All files must be free of viruses and not corrupted.</li> </ul>                                                                                                                                                        |
| <b>Cost of preparation of quotation</b>             | <p>UNDP shall not be responsible for any costs associated with a Supplier's preparation and submission of a quotation, regardless of the outcome or the manner of conducting the selection process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Supplier Code of Conduct, Fraud, Corruption,</b> | <p>All prospective suppliers must read the United Nations Supplier Code of Conduct and acknowledge that it provides the minimum standards expected of suppliers to the UN. The Code of Conduct, which includes <b>principles on labour, human rights, environment and ethical conduct</b> may be found at: <a href="https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct">https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct</a></p> <p>Moreover, 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 to observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_an_dinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_an_dinvestigation.html#anti</a></p> |
| <b>Gifts and Hospitality</b>                        | <p>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, dinners or similar. In pursuance of this policy, UNDP: (a) Shall reject a bid if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p>                                                                                                                                                                                                                                                                                                                                                                     |

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Conflict of Interest</b>                                                | <p>UNDP requires every prospective Supplier to avoid and prevent conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, specifications, cost estimates, and other information used in this RFQ. Bidders shall 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.</p> <p>Bidders must disclose in their Bid their knowledge of the following: a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel who are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving goods and/or services under this RFQ.</p> <p>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 RFQ, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Bid.</p> |
| <b>Currency of Quotation</b>                                               | Quotations shall be quoted in the currency indicated in the portal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Joint Venture, Consortium or Association</b>                            | <p>If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Bid, they shall confirm in their Bid 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 Bid; 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, Consortium or Association. Refer to Clauses 19 – 24 under <a href="#">Solicitation policy</a> for details on the applicable provisions on Joint Ventures, Consortium or Association.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Only one Bid</b>                                                        | <p>The Bidder (including the Lead Entity on behalf of the individual members of any Joint Venture, Consortium or Association) shall submit only one Bid, either in its own name or, if a joint venture, Consortium or Association, as the lead entity of such Joint Venture, Consortium or Association. Bids submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>b) they have the same legal representative for purposes of this RFQ; or</li> <li>c) 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 Bid of, another Bidder regarding this RFQ process;</li> <li>d) they are subcontractors to each other's Bid, or a subcontractor to one Bid also submits another Bid under its name as lead Bidder; or</li> <li>e) some key personnel proposed to be in the team of one Bidder participates in more than one Bid received for this RFQ process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Bid.</li> </ul>                     |
| <b>Price variation</b>                                                     | No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted at any time during the validity of the quotation after the quotation has been received.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Alternative Quotes</b>                                                  | If alternative quote is permitted, it may be submitted only if a conforming quote to the RFQ requirements is submitted. 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 quote. If multiple/alternative quotes are being submitted, they must be clearly marked as "Main Quote" and "Alternative Quote" directly in the portal and in any supporting document as relevant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Contact Person for correspondence, notifications and clarifications</b> | <p>Must be submitted directly in the portal using the messaging functionality.</p> <p><b>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Right not to accept any quotation</b>          | UNDP is not bound to accept any quotation, nor award a contract or Purchase Order                                                                                                                                                                                                                                                                                                                                                          |
| <b>Right to vary requirement at time of award</b> | At the time of award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.                                                                                                                                                    |
| <b>Publication of Contract Award</b>              | UNDP will publish the contract awards on the websites of the CO and the corporate UNDP Web site.                                                                                                                                                                                                                                                                                                                                           |
| <b>Policies and procedures</b>                    | This RFQ is conducted in accordance with <a href="#">UNDP Programme and Operations Policies and Procedures</a>                                                                                                                                                                                                                                                                                                                             |
| <b>UNGM registration</b>                          | Any Contract resulting from this RFQ exercise will be subject to the supplier being registered at the appropriate level on the United Nations Global Marketplace (UNGM) website at <a href="http://www.ungm.org">www.ungm.org</a> . The Bidder may still submit a quotation 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. |

### SECTION 3: SPECIAL INSTRUCTIONS

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>General Conditions of Contract</b> | <p>Any Purchase Order or contract that will be issued as a result of this RFQ shall be subject to one of the General Conditions of Contract below as applicable in each case specified in the Requirements section</p> <p>Applicable GTC:</p> <p><input checked="" type="checkbox"/> <a href="#">General Terms and Conditions / Special Conditions for Contract.</a></p> <p>Applicable Terms and Conditions and other provisions are available at <a href="#">UNDP/How-we-buy</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Special Conditions of Contract</b> | <p><input checked="" type="checkbox"/> Cancellation of PO/Contract if the delivery/completion is delayed by 30 days</p> <p><input checked="" type="checkbox"/> <b>Liquidates damages</b> shall be imposed as follows:</p> <p>Percentage of contract price: 0.33% per day of delay up to a maximum of 30 days, after which UNDP may terminate the contract</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Duties and taxes</b>               | <p>Article II, Section 7, of the Convention on the Privileges and Immunities provides, inter alia, that the United Nations, including UNDP as a subsidiary organ of the General Assembly of the United Nations, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All quotations shall be submitted net of any direct taxes and any other taxes and duties, unless otherwise specified in the requirements section.</p> <p>All prices must:</p> <p><input checked="" type="checkbox"/> <b>be exclusive of VAT and other applicable indirect taxes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Eligibility</b>                    | <p>A vendor who will be engaged by UNDP may 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. Failure to do so may result in termination of any contract or PO subsequently issued to the vendor by UNDP.</p> <p>It is the Bidder's responsibility to ensure that its ultimate beneficial owners, employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p> <p>Bidders must have the legal capacity to enter a binding contract with UNDP and to deliver in the country, or through an authorized representative.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Language of quotation</b>          | <p><b>English, Romanian or Russian</b></p> <p>Including supporting documentation as applicable.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Quotation validity period</b>      | <p>Quotations shall remain valid for <b>90 (ninety)</b> days from the deadline for the Submission of Quotation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Currency of quotation</b>          | <p>Prices shall be quoted only in the currency indicated in the system:</p> <ul style="list-style-type: none"> <li>• <b>USD (United States Dollars)</b> – applicable to both international and local Bidders; or</li> <li>• <b>MDL (Moldovan Leu)</b> – applicable to local Bidders only.</li> </ul> <p>Local Bidders may submit their financial offers either in <b>USD</b> or <b>MDL</b>, at their discretion.</p> <p>For the purpose of bid evaluation, all financial offers shall be converted into <b>USD</b> using the <b>United Nations Operational Rate of Exchange (UNORE)</b> applicable on the bid submission deadline, available at: <a href="https://treasury.un.org/operationalrates/OperationalRates.php">https://treasury.un.org/operationalrates/OperationalRates.php</a></p> <p>If the contract is awarded to a local Bidder that submitted its financial offer in USD, payments will be made in MDL based on UN Operational Rate of Exchange valid on the date of money transfer, as per the "payment terms and conditions" stipulated in this solicitation document:</p> <p><a href="https://treasury.un.org/operationalrates/OperationalRates.php">https://treasury.un.org/operationalrates/OperationalRates.php</a></p> <p>UNDP shall not be kept liable for any fluctuations of the exchange market during contract implementation, the Contractor being legally responsible to register any loss/gain of currency exchange resulting from payments against the Contract in accordance with the national legislation.</p> |

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Partial Quotes</b>                    | <input checked="" type="checkbox"/> Not Permitted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Alternative Quotes</b>                | <input checked="" type="checkbox"/> Not permitted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Payment Terms</b>                     | <input checked="" type="checkbox"/> Payments per deliverable contingent upon receipt of services and submission of payment documentation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Conditions for Release of Payment</b> | <input checked="" type="checkbox"/> Written Acceptance of Services, based on full compliance with RFQ requirements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Clarifications</b>                    | <p>Bidders must send their inquiries and requests for clarifications using the messaging functionality in the portal.</p> <p><b>PLEASE PAY ATTENTION: QUOTES SHALL NOT BE SUBMITTED TO ANY EMAIL ADDRESS BUT ONLY THROUGH THE PORTAL.</b></p> <p>Requests for clarification from bidders will not be accepted any later than <b>5 (five) days</b> before the submission deadline. Responses to request for clarification will be communicated directly in the portal.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Documents to be submitted</b>         | <p><input checked="" type="checkbox"/> Annex 2: Quotation Submission Form duly completed and signed and in accordance with list of requirements in Annex 1</p> <p><input checked="" type="checkbox"/> Annex 3: Technical and Financial Offer duly completed and signed and in accordance with the Schedule of Requirements in Annex 1, detailing the technical description of the proposed call center/information support hot-line services to be provided</p> <p><input checked="" type="checkbox"/> List of qualified key personnel, together with Annex 4: Format for CV of the proposed Key Personnel</p> <p><input checked="" type="checkbox"/> Company Profile, including detailed portfolio/previous corporate experience in similar fields related to the assignment</p> <p><input checked="" type="checkbox"/> Copy of registration documents</p> <p><input checked="" type="checkbox"/> List and value of 3 (three) most relevant projects/ contracts completed for the last 3 (three) years including the following information:</p> <ul style="list-style-type: none"> <li>- Name of previous contracts</li> <li>- Client &amp; Reference Contact</li> <li>- Details including active e-mail</li> <li>- Contract Value</li> <li>- Period of activity / Delivery period</li> <li>- Types of services delivered</li> </ul> <p><i>Note: Copies of provided relevant projects/ contracts might be requested to be provided.</i></p> <p><input checked="" type="checkbox"/> Statement of satisfactory Performance (references) from at least 3 clients on similar assignments implementation (call centers set-ups and management)</p> <p><input checked="" type="checkbox"/> Quality Certificates (ISO, etc., if available); or other quality certification related to scope of the assignment (if available)</p> |
| <b>Evaluation method</b>                 | <input checked="" type="checkbox"/> UNDP will award a contract to one Bidder. The Contract will be awarded to the lowest price and substantially compliant offer based on the conducted evaluation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Evaluation criteria</b>               | <p><input checked="" type="checkbox"/> Full compliance with all requirements as specified in Annex 1</p> <p><input checked="" type="checkbox"/> Full acceptance of the General Conditions of Contract</p> <p><input checked="" type="checkbox"/> Be a legal registered entity</p> <p><input checked="" type="checkbox"/> Minimum three (3) years of relevant experience in running call center/hot line services with a minimum of 10 call center operators engaged/available<br/><b>(For JV/Consortium/Association, the Lead Company should meet requirement)</b></p> <p><input checked="" type="checkbox"/> At least three (3) completed contracts in call centers set-ups and management in the Republic of Moldova</p> <p><input checked="" type="checkbox"/> Minimum average annual turnover of USD 400,000 for the past three (3) years (2023-2025)</p> <p><input checked="" type="checkbox"/> Availability of Key Personnel with the minimum required professional qualifications, proven by CVs submitted:</p> <p><b>Key personnel 1: Call Center Team Lead (1 person)</b></p> <ul style="list-style-type: none"> <li>• University degree in management, administration, communication, marketing, or a related field;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | <ul style="list-style-type: none"> <li>• Minimum 3 (three) years of experience in a similar or senior position within call centre/service delivery operations (team leadership, operations coordination, or supervisory role);</li> <li>• Proven ability to manage documentation, reporting, staff rosters/scheduling, and liaison functions with the beneficiary institution;</li> <li>• Working knowledge of English, Romanian or Russian language.</li> </ul> <p><b>Key personnel 2: Email Support Supervisor (1 person)</b></p> <ul style="list-style-type: none"> <li>• University studies in communication, management, marketing or a related field;</li> <li>• Proven experience in a similar position of at least 3 (three) years;</li> <li>• Working knowledge of English, Romanian or Russian language.</li> </ul> <p><b>Key personnel 3: Email Support Operators (team of 3 persons)</b></p> <ul style="list-style-type: none"> <li>• University studies in management or a related field;</li> <li>• Proven experience in a similar position of at least 1 (one) year;</li> <li>• Working knowledge (written and verbal) of Romanian and Russian language.</li> </ul> <p><b>Key personnel 4: Call Center Operators (team of 10 persons)</b></p> <ul style="list-style-type: none"> <li>• A team fluent in Romanian and Russian language, able to provide consultations by phone.</li> </ul> <p><i>*All involved personnel shall have digital signatures which are required to authenticate on governmental website. Digital signature can be provided by mobile operators or STISC.</i></p> |
| <b>Type of Contract to be awarded</b>    | <input checked="" type="checkbox"/> <a href="#">Contract Face Sheet</a> (Goods and-or Services)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Expected date for contract award.</b> | 20 October 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## **ANNEX 1: SCHEDULE OF REQUIREMENTS**

### **Title: Provision of Call Centre / Information Support Hotline Services for the eSocial Information System – Energy Vulnerability Fund Module**

#### **A. BACKGROUND**

Since October 2021, Moldova has faced a significant increase in gas and electricity prices due to very tight global energy markets and the country's dependence on external suppliers, a situation further deepened by the war in Ukraine. Energy vulnerability and poverty is a well-documented and structural form of poverty in Moldova: ahead of the 2022 heating season, more than 70% of Moldovan households were classified as energy-vulnerable – spending over 10% of their income on energy during the cold season – up from 64.4% in 2021.

To respond to the crisis, the Government of Moldova, with UNDP's technical support, established the Energy Vulnerability Reduction Fund (EVRF) in July 2022, building on an initial, undifferentiated round of on-bill support provided during the 2021–2022 heating season. Since then, the EVRF has operated as the Government's central compensation mechanism, delivered through the online platform [www.compensatii.gov.md](http://www.compensatii.gov.md), managed by the Ministry of Labour and Social Protection (MLSP). Since its inception, the Fund has supported close to 900,000 households – approximately 75% of all households in Moldova, including Ukrainian refugee households – across five successive heating seasons (2022–2023, 2023–2024, 2024–2025, 2025–2026, and, prospectively, 2026–2027).

UNDP has supported the EVRF since its inception, including through the establishment and continuous operation of a dedicated Call Centre and information support hotline, nationwide communication campaigns, training for social workers assisting with registration, and the development and successive upgrades of the EVIS/SIVE registration platform. On average, more than 50% of all household registrations across seasons have been facilitated or assisted by social workers, in an effort coordinated by MLSP with UNDP support. During the 2024–2025 heating season alone, the Support Unit and Call Centre handled over 136,000 calls and over 31,000 emails, provided more than 1,300 in-person consultations, and facilitated more than 395,000 registrations.

Independent UNDP assessments – most recently the “Report on the Welfare Impact of Energy Compensations in Moldova in 2021–2025” (UNDP, October 2025) – confirm the Fund's measurable impact on household welfare. Across the three heating seasons in which EVRF compensations were provided (2022–2023 through 2024–2025), the average energy poverty rate declined by 10.6 percentage points (from 97.4% to 86.8%), while absolute monetary poverty fell by 3.9 percentage points and food poverty by 3.3 percentage points. The positive impact held for both Moldovan resident households and Ukrainian refugee households, although its magnitude varied by geographic area, with urban households generally benefiting more than households in towns and villages.

For the 2025–2026 heating season – the fourth consecutive season of the “Ajutor la Contor” compensation programme – registration opened on 3 November 2025, and the programme has been reported to be supporting approximately 621,000 vulnerable households, covering on average about 40% of the energy bill, with a total state budget allocation of 2.34 billion MDL for the season.

During the 2025–2026 heating season, the call centre established under this programme handled approximately 63,574 phone calls and 17,896 e-mail requests. These figures demonstrate the sustained demand for accessible, real-time assistance and justify the continuation and strengthening of this support channel for the 2026–2027 heating season.

To ensure the efficient functioning of the Energy Vulnerability Information System (EVIS) throughout the 2026–2027 heating season – including in the context of EVIS/SIVE's integration within the broader eSocial platform – call centre and hotline

services are required to provide first-line assistance to citizens and social workers during both the application phase and the entire compensation delivery period.

## **B. OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this assignment is to provide call centre/information support hotline services to citizens of the Republic of Moldova on the activity of the Energy Vulnerability Fund and to assist in the registration process in the Fund's Information System. The Contractor must provide a turnkey solution, and is expected to implement and run the call centre services off-site, for inbound and outbound communications, for the duration of the 2026–2027 heating season.

## **C. GENERAL RESPONSIBILITIES**

- Carry out the assignment as defined in this Schedule of Requirements;
- Complete the deliverables in a timely manner, as defined below;
- Conduct all business in a manner that respects local culture;
- Maintain high ethical standards, avoiding any actual or perceived conflicts of interest and abiding by all local laws and/or all UNDP directives and requirements.

## **D. SPECIFIC RESPONSIBILITIES**

The Contractor will work in close consultation with the assigned UNDP programme staff and the team from the Ministry of Labour and Social Protection to carry out the following:

- Provision of the call centre system, and coordination with STISC (Information Technology and Cybersecurity Service) for the subscription set-up of FREEPHONE services for 15 communication lines;
- Provision of the call centre workforce to handle incoming and outbound calls;
- Provision of SMS notification distribution services to beneficiaries, including coordination with Orange Moldova SA, as the only mobile network operator integrated with the EVF Information System, for the delivery of SMS notifications;
- Recording of calls and conversations (voice logging);
- Set-up of an Interactive Voice Response (IVR) system in Romanian and Russian languages to guide callers during waiting time and assist in routing calls more efficiently;
- Configure the call queue so that callers may remain on hold for a maximum of 180 seconds, during which IVR messages and waiting announcements shall be continuously played. Calls remaining unanswered after 180 seconds shall be automatically disconnected by the system. The waiting time threshold shall be configurable and may be increased or decreased upon request by UNDP and/or the Ministry of Labour and Social Protection during contract implementation;
- Categorize all interactions using standardized call disposition codes to enable reporting, trend analysis, and identification of recurring issues;
- Ensure continuous administration, configuration, and maintenance of the call centre platform, including IVR, agent workstations, reporting dashboards, and system integrations;
- Conducting and managing outbound campaigns upon request;
- Provision of reports and live call monitoring functionalities, and role-based dashboards for UNDP and Ministry staff to observe quality and performance in real time;
- Implementation of quality control of calls received and responded to;
- Development and regular updating of a dynamic knowledge base accessible to operators, linked to an FAQ module, validated by the Ministry;

- Ensuring that all personnel assigned to this project are trained on EVF procedures, digital signature use, and data protection protocols, prior to service launch;
- Handover of all call centre data collected during the project;
- Monitor service quality against agreed Service Level Agreements (SLAs) and implement corrective measures where performance targets are not achieved;
- Closeout report, including recommendations for improvement of the call centre.

## E. KEY PERSONNEL – WORKLOAD AND RESPONSIBILITIES

The table below provides details of the list of roles required for the call center set-up:

| Position                        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Call Center Team Lead</b>    | <ul style="list-style-type: none"> <li>• Provides overall implementation, day-to-day administrative and operational management of the call centre;</li> <li>• Manages staff rosters, work schedules, and ensures coverage across all shifts;</li> <li>• Supervises operational activity, supports call centre operators and assists in resolving problems;</li> <li>• Tracks and evaluates the performance of call centre operators against set targets and KPIs;</li> <li>• Conducts quality control checks and provides ongoing coaching and feedback;</li> <li>• Coordinates internal documentation, reporting workflows and deliverable tracking;</li> <li>• Interacts with the Ministry of Labour and UNDP Moldova representatives on any administrative, compliance, or operational matter related to the functionality of the call centre;</li> <li>• Monitors contract implementation progress;</li> <li>• Ensures timely reporting and submission of reports, supports the financial documentation process, and coordinates escalation of complex issues.</li> </ul> |
| <b>Email Support Supervisor</b> | <ul style="list-style-type: none"> <li>• Provides support and guidance for email support operators;</li> <li>• Monitors and assesses the performance of email support operators;</li> <li>• Establish, maintain, and monitor the register of email support requests, ensuring accurate recording of received requests, their subject, status, assigned operator, and resolution progress;</li> <li>• Reviews and resolves complex cases escalated by email support operators, ensuring timely and accurate resolution in coordination with relevant stakeholders where necessary;</li> <li>• Accesses and uses the administrative functionalities of the EVF Information System (SIVE) to open, modify and follow up on applications;</li> <li>• Coordinates with the Ministry for validation of complex cases.</li> </ul>                                                                                                                                                                                                                                                    |
| <b>Email Support Operators</b>  | <ul style="list-style-type: none"> <li>• Respond to email queries and requests from citizens. Use approved response templates and the knowledge base when replying to applicants;</li> <li>• Access and utilize the administrative functionalities of SIVE to open, modify and follow up on applications;</li> <li>• Handle complaints and disputes via e-mail, following up by phone when necessary;</li> <li>• Tag and categorize received cases for improved reporting.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Call Center Operators</b>    | <ul style="list-style-type: none"> <li>• Answer incoming phone calls from citizens regarding the Energy Vulnerability Fund;</li> <li>• Provide information, register complaints, and offer guidance on the application status or modification process;</li> <li>• Act as the first point of contact and escalate unresolved issues as needed;</li> <li>• Access and utilize the administrative interface of SIVE to retrieve and provide relevant information to applicants, including the status of applications, submitted data, and other information necessary to address enquiries;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|  |                                                                                                                                                                                                                                                                                                                                                                                             |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Record and categorize all calls using standardized call disposition codes, including the subject, status, outcome, and other relevant attributes, to support KPI reporting, operational dashboards, and service performance analysis;</li> <li>Follow approved call scripts and operational procedures provided by the Ministry and UNDP.</li> </ul> |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

*\*All involved personnel shall be able to hold or obtain **digital signatures**, which are required to authenticate on governmental websites (available through mobile operators or STISC).*

The tables below provide details of the list of manpower estimation for the call center set-up:

| Position/Month           | November   | December   | January   | February  | March    |
|--------------------------|------------|------------|-----------|-----------|----------|
| Call Center Team Lead    | 1 person   | 1 person   | 1 person  | 1 person  | -        |
| Email Support Supervisor | 1 person   | 1 person   | 1 person  | 1 person  | 1 person |
| Email Support Operators  | 3 persons  | 3 persons  | -         | -         | -        |
| Call Center Operators    | 10 persons | 10 persons | 3 persons | 2 persons | 1 person |

| Total working days/Month | November | December | January | February | March  | Total   |
|--------------------------|----------|----------|---------|----------|--------|---------|
| Call Center Team Lead    | 21 WDs   | 22 WDs   | 18 WDs  | 20 WDs   | -      | 81 WDs  |
| Email Support Supervisor | 21 WDs   | 22 WDs   | 18 WDs  | 20 WDs   | 22 WDs | 103 WDs |
| Email Support Operators  | 63 WDs   | 66 WDs   | -       | -        | -      | 129 WDs |
| Call Center Operators    | 210 WDs  | 220 WDs  | 54 WDs  | 40 WDs   | 22 WDs | 546 WDs |

The service provider must monitor and report key Performance Indicators, included but not limited to incoming calls, answered calls, abandoned calls, distributed calls, transferred calls, call abandonment stage, emails received, emails answered, main questions addressed. The service provider upon the end of the contract will hand over all call data including recording to Ministry of Labour.

The service provider will offer reports on availability of call center operators, call center operators attendance report, number of calls handled, and number of hours of call handling.

The service provider will be expected to maintain the database of Frequently Asked Questions (FAQs) by callers and will be responsible for identifying the knowledge gaps for domain specific areas and collaborate with the domain experts from Ministry of Labour to develop appropriate content. The service provider will ensure that validated and updated information is available within the system for answering the FAQs and updating FAQs on a regular basis. The response to new questions shall be validated and approved by Ministry of Labour.

Ministry of Labour will train the service provider personnel on the EVF registration process. Ministry will also provide the call center operators with the documented hints to capacitate them to handle and resolve related calls.

**Service take-on must be concluded within ten (10) working days from the notification of initiation of the services, but not later than 1<sup>st</sup> of November 2026 when it is estimated to have the start of the heating season. Bidder must provide a project plan for the service take-on.**

## F. DELIVERABLES

The company is expected to provide the following specific deliverables:

| No. | DELIVERABLE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | DUE DATE                                                                                                  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 1.  | <p><b>Provision and operationalization of informational support hotline services</b></p> <p>The Contractor shall establish, operate, and maintain the informational support hotline in accordance with the requirements set out in <b>Annex 1 (Schedule of Requirements)</b> throughout the implementation period (2 November 2026 – 31 March 2027).</p> <p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>Operate the hotline Monday to Friday, from <b>8:00 AM to 6:00 PM</b> (10 working hours per day), in accordance with the working schedule established in Annex 1;</li> <li>Ensure continuous monitoring of service delivery and achievement of the agreed service levels;</li> <li>Submit monthly activity reports covering, at minimum: <ul style="list-style-type: none"> <li>Number of calls and emails received;</li> <li>Number of calls and emails answered;</li> <li>Average call duration;</li> <li>Most frequent questions/topics received;</li> <li>Technical issues identified and addressed;</li> <li>Other agreed KPIs.</li> </ul> </li> <li>Submit a <b>final consolidated activity report</b> covering the entire implementation period by <b>15 April 2027</b>.</li> </ul> |                                                                                                           |
| 1.1 | <p><b>Deliverable 1.1.</b> Provision of informational support hotline services for November 2026, including the submission of a monthly report on the activities carried out.</p> <p><b>Workforce for November 2026:</b></p> <ul style="list-style-type: none"> <li>Team Lead – 21 WDs;</li> <li>Email Support Supervisor – 21 WDs;</li> <li>Email Support Operators (3) – 63 WDs;</li> <li>Call Center Operators (10) – 210 WDs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Service delivery throughout November 2026;<br>monthly report due by the 5th working day of December 2026. |
| 1.2 | <p><b>Deliverable 1.2.</b> Provision of informational support hotline services for December 2026, including the submission of a monthly report on the activities carried out.</p> <p><b>Workforce for December 2026:</b></p> <ul style="list-style-type: none"> <li>Team Lead – 22 WDs;</li> <li>Email Support Supervisor – 22 WDs;</li> <li>Email Support Operators (3) – 66 WDs;</li> <li>Call Center Operators (10) – 220 WDs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Service delivery throughout December 2026;<br>monthly report due by the 5th working day of January 2027.  |
| 1.3 | <p><b>Deliverable 1.3.</b> Provision of informational support hotline services for January 2027, including the submission of a monthly report on the activities carried out.</p> <p><b>Workforce for January 2027:</b></p> <ul style="list-style-type: none"> <li>Team Lead – 18 WDs;</li> <li>Email Support Supervisor – 18 WDs;</li> <li>Call Center Operators (3) – 54 WDs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Service delivery throughout January 2027;<br>monthly report due by the 5th working day of February 2027.  |
| 1.4 | <p><b>Deliverable 1.4.</b> Provision of informational support hotline services for February 2027, including the submission of a monthly report on the activities carried out.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Service delivery throughout February 2027;                                                                |

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                            |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|     | <b>Workforce for February 2027:</b> <ul style="list-style-type: none"> <li>▪ Team Lead – 20 WDs;</li> <li>▪ Email Support Supervisor – 20 WDs;</li> <li>▪ Call Center Operators (2) – 40 WDs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | monthly report due by the 5th working day of March 2027.                                   |
| 1.5 | <b>Deliverable 1.5.</b> Provision of informational support hotline services for March 2027, including the submission of a monthly report on the activities carried out.<br><br><b>Workforce for March 2027:</b> <ul style="list-style-type: none"> <li>▪ Email Support Supervisor – 22 WDs;</li> <li>▪ Call Center Operator – 22 WDs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Service delivery throughout March 2027;<br>Final consolidated report due by 15 April 2027. |
| 2   | <b>Deliverable 2. Provision and operationalization of FREEPHONE and SMS notification services</b><br>The Contractor shall ensure the provision and administration of FREEPHONE and SMS notification services, including coordination and service arrangements with STISC and Orange Moldova SA, provision of FREEPHONE services from 2 November 2026 to 31 March 2027 and SMS distribution services as required up to 15 April 2027, monitoring and reporting of actual consumption, and submission of a final consumption and reconciliation report covering the entire contract period.<br><br><i>Payment for this deliverable shall be made upon acceptance of the required services and supporting consumption documentation. Depending on the actual consumption and applicable contractual arrangements, payment may be made as a single lump-sum payment upon completion of the service period or, where necessary, in partial payments based on documented actual consumption.</i> | By 15 April 2027                                                                           |

**Besides the set-up of the call center in line with administrative requirements above, the service provider will be required to:**

- **Sign a services agreement with STISC** (Information Technology and Cybersecurity Service) for subscription set-up of the FREEPHONE service for 15 communication lines to be provided for the call center number (080005000), and coverage of associate costs for talk time on mobile and land lines. The costs are defined by the Order of the Director nr.356 from 29.12.2023 based on Government Decision Nr.193 from 03.04.2019 on the approval of the Methodology for calculating tariffs for the services provided by the Public Institution "Information Technology and Cyber Security Service".  
The unit cost and total cost shall be included by the bidder in the Financial Offer, following the provided estimated duration of the talk time. The estimation represents the maximum duration talk time registered during the 2025-2026 heating season for mobile communications. Upon exceeding the number of minutes included during the delivery of services, the line will be amended to add additional costs to be covered to the company. **STISC has been informed about the procurement set-up and will be responsive to provide the required unit price to the bidders to be considered for the proposal.**
- **Sign a services agreement with Orange Moldova SA** for set-up of the SMS notification distributions to the beneficiaries on the EVF Informational System notifications. The unit cost and total cost shall be included by the bidder in the Financial Offer, following the provided estimated number of SMS to be distributed. The total estimated number of SMS included in the table is based on maximum number of SMS distributed during 2025-2026 heating season. Upon exceeding the included number of SMS during the delivery of services, the line will be

amended to add additional costs to be covered to the company. **Orange Moldova SA has been informed about the procurement set-up and will be responsive to provide the required unit price to the bidders to be considered for the proposal.**

#### **G. PERIOD OF PERFORMANCE**

The call center shall be active for a period of up to 6 months, to begin estimative on November 2nd, 2026, and to be due March 31st, 2027. The contract shall be executed by April 15th, 2027.

#### **H. REPORTING INSTRUCTIONS AND INSTITUTIONAL ARRANGEMENTS**

UNDP Policy Specialist will be responsible for supervising the Contractors' performance.

The reports will be provided to the UNDP Policy Specialist, or his designee, and designated person responsible from the Ministry of Labour and Social Protection, who will be responsible for supervising the contractor's performance.

Working language: English and Romanian. All produced information shall be in Romanian and English.

#### **I. REQUIRED SKILLS AND EXPERIENCE**

##### **Qualifications and experience of the Company:**

- A legally registered entity;
- At least 3 (three) years of experience in running call centre/hotline services, with a minimum of 10 (ten) people engaged;
- At least 3 (three) completed contracts in call centers set-ups and management in the Republic of Moldova;
- Minimum average annual turnover of USD 400,000 for the past 3 (three) years [2023–2025].

##### **Minimum set-up requirements of the call centre:**

- Call centre infrastructure capable of managing a minimum of 1,000 inbound calls per day, with adequate scalability for peak periods;
- Multiple access voice channels with on-screen telephony features and supervisory tools, including call forwarding and live call monitoring;
- Interactive Voice Response (IVR) system in Romanian and Russian, capable of reducing waiting times;
- Automatic Call Distribution (ACD) system to efficiently route calls to available agents based on workload and skills;
- Real-time and historical reporting dashboard tools, accessible to designated stakeholders, displaying KPIs, agent status, and call volumes;
- Voice logging functionality to record and securely store all calls for audit and quality assurance purposes;
- Knowledge base and dynamic FAQ management module, accessible to operators and regularly updated in coordination with the Ministry;
- Tools and procedures for continuous quality monitoring, including call scoring templates and automated alerts for missed KPIs;
- Capability to conduct targeted outbound campaigns (e.g. follow-up calls, reminders, notifications), as requested by the Ministry or UNDP;
- Infrastructure and procedures to ensure data security and confidentiality, including restricted access to sensitive data and compliance with applicable data protection standards;
- Mechanisms for onboarding, training, and ongoing support of personnel, including script management and updates;
- Digital signature compatibility for all staff, to enable authentication in SIVE;

- Working languages: Romanian and Russian.
- **Working schedule:**  
2<sup>nd</sup> of November 2026 to 31 March 2027:  
Monday to Friday, 8 AM – 6 PM, 10 working hours/day, 5 working days/week.

**Minimum qualification and experience of proposed key personnel:**

**Key personnel 1: Call Center Team Lead (1 person)**

- University degree in management, administration, communication, marketing, or a related field;
- Minimum 3 (three) years of experience in a similar or senior position within call centre/service delivery operations (team leadership, operations coordination, or supervisory role);
- Proven ability to manage documentation, reporting, staff rosters/scheduling, and liaison functions with the beneficiary institution;
- Working knowledge of English, Romanian or Russian language.

**Key personnel 2: Email Support Supervisor (1 person)**

- University studies in communication, management, marketing or a related field;
- Proven experience in a similar position of at least 3 (three) years;
- Working knowledge of English, Romanian or Russian language.

**Key personnel 3: Email Support Operators (team of 3 persons)**

- University studies in management or a related field;
- Proven experience in a similar position of at least 1 (one) year;
- Working knowledge (written and verbal) of Romanian and Russian language.

**Key personnel 4: Call Center Operators (team of 10 persons)**

- A team fluent in Romanian and Russian language, able to provide consultations by phone.

## ANNEX 2: QUOTATION SUBMISSION FORM

*Bidders are requested to complete this form, including the Company Profile and Bidder's Declaration, sign it and return it as part of their quotation along with Annex 3: Technical and Financial Offer. The Bidder shall fill in this form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.*

|                 |                                                                                                                                                    |                                     |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Name of Bidder: | Click or tap here to enter text.                                                                                                                   |                                     |
| RFQ reference:  | <b>RfQ26/03356: Provision of Call Centre / Information Support Hotline Services for the eSocial Information System – Energy Vulnerability Fund</b> | Date: Click or tap to enter a date. |

### Company Profile

| Item Description                                                                                                                                                     | Detail                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Legal name of bidder or Lead entity for JVs                                                                                                                          | Click or tap here to enter text.                                                              |
| Legal Address, City, Country                                                                                                                                         | Click or tap here to enter text.                                                              |
| Website                                                                                                                                                              | Click or tap here to enter text.                                                              |
| Year of Registration                                                                                                                                                 | Click or tap here to enter text.                                                              |
| Legal structure                                                                                                                                                      | Choose an item.                                                                               |
| Are you a UNGM registered vendor?                                                                                                                                    | <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If yes, insert UNGM Vendor Number |
| Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):                                                     | <input type="checkbox"/> Yes <input type="checkbox"/> No                                      |
| Does your Company hold any accreditation such as ISO 14001 or ISO 14064 or equivalent related to the environment? (If yes, provide a Copy of the valid Certificate): | <input type="checkbox"/> Yes <input type="checkbox"/> No                                      |
| Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)                                                                     | <input type="checkbox"/> Yes <input type="checkbox"/> No                                      |
| Does your organization demonstrate significant                                                                                                                       | <input type="checkbox"/> Yes <input type="checkbox"/> No                                      |

|                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| commitment to sustainability through some other means, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues <i>(If yes, provide a Copy)</i> |                                                                                                                                                                                                                                                                                                       |
| Is your company a member of the UN Global Compact                                                                                                                                                                                       | <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                                                              |
| Bank Information                                                                                                                                                                                                                        | Bank Name: Click or tap here to enter text.<br>Bank Address: Click or tap here to enter text.<br>IBAN: Click or tap here to enter text.<br>SWIFT/BIC: Click or tap here to enter text.<br>Account Currency: Click or tap here to enter text.<br>Bank Account Number: Click or tap here to enter text. |
| <b>Previous relevant experience:</b><br><br>3 (three) completed contracts for similar call centre set-up and management services within the last 3 (three) years                                                                        |                                                                                                                                                                                                                                                                                                       |
| <b>Name of previous contracts</b>                                                                                                                                                                                                       | <b>Client &amp; Reference</b><br><b>Contact Details</b><br><b>including e-mail</b>                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                       |

#### Bidder's Declaration

| Yes                      | No                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Requirements and Terms and Conditions:</b> I/We have read and fully understand the RFQ, including the RFQ Information and Data, Schedule of Requirements, the General Conditions of Contract, and any Special Conditions of Contract. I/we confirm that the Bidder agrees to be bound by them.                                                                                                                                                                                       |
| <input type="checkbox"/> | <input type="checkbox"/> | I/We confirm that the Bidder has the necessary capacity, capability, and necessary licenses to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.                                                                                                                                                                                                                                                                          |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Ethics:</b> In submitting this Quote I/we warrant that the bidder: has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor; has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the RFQ ;has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer. |
| <input type="checkbox"/> | <input type="checkbox"/> | I/We confirm to undertake not to engage in proscribed practices, , 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 have read the United Nations Supplier Code of                                                                                                                                                                         |

| Yes                      | No                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |                          | Conduct: <a href="https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct">https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct</a> and acknowledge that it provides the minimum standards expected of suppliers to the UN.                                                                                                                                                                                                                                                                                                                             |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Conflict of interest:</b> I/We warrant that the bidder has no actual, potential, or perceived Conflict of Interest in submitting this Quote or entering a Contract to deliver the Requirements. Where a Conflict of Interest arises during the RFQ process the bidder will report it immediately to the Procuring Organisation's Point of Contact.                                                                                                                                                                                                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Prohibitions, Sanctions:</b> I/We hereby declare that our firm, ultimate beneficial owners, its affiliates or subsidiaries or employees, including any JV/Consortium members or subcontractors or suppliers for any part of the contract 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 and have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group. |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Bankruptcy:</b> I/We 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.                                                                                                                                                                                                                                                                                                                            |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Offer Validity Period:</b> I/We confirm that this Quote, including the price, remains open for acceptance for the Offer Validity.                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <input type="checkbox"/> | <input type="checkbox"/> | I/We understand and recognize that you are not bound to accept any Quotation you receive, and we certify that the goods offered in our Quotation are new and unused.                                                                                                                                                                                                                                                                                                                                                                                                     |
| <input type="checkbox"/> | <input type="checkbox"/> | By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorised by the Organization/s to make this declaration on its/their behalf.                                                                                                                                                                                                                                                                                                                                                                                     |

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

Name: Click or tap here to enter text.

Title: Click or tap here to enter text.

Date: Click or tap to enter a date.

### ANNEX 3: TECHNICAL AND FINANCIAL OFFER

*Bidders are requested to complete this form, sign it and return it as part of their quotation along with Annex 2 Quotation Submission Form. The Bidder shall fill in this form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.*

|                 |                                                                                                                                                    |                                     |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Name of Bidder: | Click or tap here to enter text.                                                                                                                   |                                     |
| RFQ reference:  | <b>RfQ26/03356: Provision of Call Centre / Information Support Hotline Services for the eSocial Information System – Energy Vulnerability Fund</b> | Date: Click or tap to enter a date. |

#### Technical Offer

*Provide the following:*

- *Details of the technical description of the proposed call center/information support hot-line services to be provided*
- **Table 1: Financial Offer to Provide Services Compliant with Breakdown of Requirements**

Provide a lump sum for the provision of the services stated in the requirements from Annex 1 of your technical offer. The lump sum should include all costs of the Services.

**Currency of Quotation:** USD (United States Dollars) applicable to both international and local Bidders; or MDL (Moldovan Leu) applicable to local Bidders only.

| No. | DELIVERABLE                                                                                                                                                                                                                                                                                                                                                                                                                                   | DUE DATE                                                                                               | Price, Excl. VAT<br>(insert currency) |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------|
| 1.1 | <b>Deliverable 1.1:</b> Provision of informational support hotline services for November 2026, including the submission of a monthly report on the activities carried out.<br><br><b>Workforce for November 2026:</b> <ul style="list-style-type: none"> <li>▪ Team Lead – 21 WDs;</li> <li>▪ Email Support Supervisor – 21 WDs;</li> <li>▪ Email Support Operators (3) – 63 WDs;</li> <li>▪ Call Center Operators (10) – 210 WDs.</li> </ul> | Service delivery throughout November 2026; monthly report due by the 5th working day of December 2026. |                                       |
| 1.2 | <b>Deliverable 1.2:</b> Provision of informational support hotline services for December 2026, including the submission of a monthly report on the activities carried out.<br><br><b>Workforce for December 2026:</b> <ul style="list-style-type: none"> <li>▪ Team Lead – 22 WDs;</li> <li>▪ Email Support Supervisor – 22 WDs;</li> <li>▪ Email Support Operators (3) – 66 WDs;</li> <li>▪ Call Center Operators (10) – 220 WDs.</li> </ul> | Service delivery throughout December 2026; monthly report due by the 5th working day of January 2027.  |                                       |
| 1.3 | <b>Deliverable 1.3:</b> Provision of informational support hotline services for January 2027, including the submission of a monthly report on the activities carried out.<br><br><b>Workforce for January 2027:</b> <ul style="list-style-type: none"> <li>▪ Team Lead – 18 WDs;</li> </ul>                                                                                                                                                   | Service delivery throughout January 2027; monthly report due by the 5th working day of February 2027.  |                                       |

|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                     |  |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--|
|                                      | <ul style="list-style-type: none"> <li>Email Support Supervisor – 18 WDs;</li> <li>Call Center Operators (3) – 54 WDs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                     |  |
| 1.4                                  | <p><b>Deliverable 1.4:</b> Provision of informational support hotline services for February 2027, including the submission of a monthly report on the activities carried out.</p> <p><b>Workforce for February 2027:</b></p> <ul style="list-style-type: none"> <li>Team Lead – 20 WDs;</li> <li>Email Support Supervisor – 20 WDs;</li> <li>Call Center Operators (2) – 40 WDs.</li> </ul>                                                                                                                                                                                                          | Service delivery throughout February 2027; monthly report due by the 5th working day of March 2027. |  |
| 1.5                                  | <p><b>Deliverable 1.5:</b> Provision of informational support hotline services for March 2027, including the submission of a monthly report on the activities carried out.</p> <p><b>Workforce for March 2027:</b></p> <ul style="list-style-type: none"> <li>Email Support Supervisor – 22 WDs;</li> <li>Call Center Operator – 22 WDs.</li> </ul>                                                                                                                                                                                                                                                  | Service delivery throughout March 2027; Final consolidated report due by 15 April 2027.             |  |
| 2                                    | <p><b>Deliverable 2: Provision and operationalization of FREEPHONE and SMS notification services</b></p> <p>The Contractor shall ensure the provision and administration of FREEPHONE and SMS notification services, including coordination and service arrangements with STISC and Orange Moldova SA, provision of FREEPHONE services from 2 November 2026 to 31 March 2027 and SMS distribution services as required up to 15 April 2027, monitoring and reporting of actual consumption, and submission of a final consumption and reconciliation report covering the entire contract period.</p> | By 15 April 2027                                                                                    |  |
| <b>Other costs (specify)</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                     |  |
| <b>Total price (insert currency)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                     |  |

**Table 1. 2. Breakdown of costs**

| Personnel / other elements                                                                                                                                                                                    | UOM     | Qty     | Unit Price<br>(insert currency) | Total Price<br>(insert currency) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------------------------------|----------------------------------|
| <b>Personnel</b>                                                                                                                                                                                              |         |         |                                 |                                  |
| Call Center Team Lead (1 person)                                                                                                                                                                              | WD      | 81      |                                 |                                  |
| Email Support Supervisor (1 person)                                                                                                                                                                           | WD      | 103     |                                 |                                  |
| Email Support Operators (3 persons)                                                                                                                                                                           | WD      | 129     |                                 |                                  |
| Call Center Operators (10 persons)                                                                                                                                                                            | WD      | 546     |                                 |                                  |
| <b>Other expenses</b>                                                                                                                                                                                         |         |         |                                 |                                  |
| Costs for the provision of FREEPHONE number maintenance services with STISC for mobile communication costs (Information Technology and Cybersecurity Service)<br><b>(fixed line to be kept by the bidder)</b> | minutes | 100,000 |                                 |                                  |

|                                                                                                                                                                                                                                                                                                                                                                                            |     |           |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----------|--|--|
| *Note: the total estimated number of minutes included in the table is based on maximum call duration during the 2025-2026 heating season. Upon exceeding the included number of minutes during the delivery of services, the line will be amended to add additional costs to be covered to the company.                                                                                    |     |           |  |  |
| Costs for the SMS notifications<br><b>(fixed line to be kept by the bidder)</b><br>*Note: the total estimated number of SMS included in the table is based on maximum number of SMS distributed during 2025-2026 heating season. Upon exceeding the included number of SMS during the delivery of services, the line will be amended to add additional costs to be covered to the company. | SMS | 1,100,000 |  |  |
| Other costs (please specify):                                                                                                                                                                                                                                                                                                                                                              |     |           |  |  |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                               |     |           |  |  |

#### Compliance with Requirements

| Requirements                                                                                                                | Your responses           |                          |                                                     |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|-----------------------------------------------------|
|                                                                                                                             | Yes, we will comply      | No, we cannot comply     | If you cannot comply, pls. indicate counter - offer |
| Minimum Technical requirements (as per Annex 1: Schedule of requirements)                                                   | <input type="checkbox"/> | <input type="checkbox"/> | Click or tap here to enter text.                    |
| Validity of Quotation – 90 days                                                                                             | <input type="checkbox"/> | <input type="checkbox"/> | Click or tap here to enter text.                    |
| Payment terms: on a monthly basis, upon submission and acceptance of the required deliverables and supporting documentation | <input type="checkbox"/> | <input type="checkbox"/> | Click or tap here to enter text.                    |
| Full acceptance of the General Conditions of the Contract                                                                   | <input type="checkbox"/> | <input type="checkbox"/> | Click or tap here to enter text.                    |

|                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I, the undersigned, certify that I am duly authorized to sign this quotation and bind the company below in event that the quotation is accepted.                                                                                              |                                                                                                                                                                                                                                                          |
| <b>Exact name and address of company</b><br>Company Name: Click or tap here to enter text.<br>Address: Click or tap here to enter text.<br><br>Phone No.: Click or tap here to enter text.<br>Email Address: Click or tap here to enter text. | Authorized Signature: _____<br>Date: Click or tap here to enter text.<br><br>Name: Click or tap here to enter text.<br><br>Functional Title of Authorised Signatory: Click or tap here to enter text.<br>Email Address: Click or tap here to enter text. |

#### ANNEX 4: FORMAT FOR CV OF PROPOSED KEY PERSONNEL

|                 |                                                                                                                                                    |                                     |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Name of Bidder: | Click or tap here to enter text.                                                                                                                   |                                     |
| RFQ reference:  | <b>RfQ26/03356: Provision of Call Centre / Information Support Hotline Services for the eSocial Information System – Energy Vulnerability Fund</b> | Date: Click or tap to enter a date. |

|                                    |                                                                                                                                                                        |                              |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <b>Position (as per ToR)</b>       |                                                                                                                                                                        |                              |
| <b>Personnel Information</b>       | Name:                                                                                                                                                                  |                              |
|                                    | Nationality:                                                                                                                                                           | Date of birth:               |
|                                    | Language Proficiency:                                                                                                                                                  |                              |
| <b>Present Employment</b>          | Name of employer:                                                                                                                                                      | Contact: (manager or HR)     |
|                                    | Address of employer:                                                                                                                                                   |                              |
|                                    | Telephone:                                                                                                                                                             | Email:                       |
|                                    | Job title:                                                                                                                                                             | Years with present employer: |
| <b>Education / Qualifications</b>  | <i>Summarise college/university and other specialised education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.</i> |                              |
| <b>Professional Certifications</b> | <i>Provide details of professional certifications relevant to the scope of services including name of institution and date of certification.</i>                       |                              |
| <b>References:</b>                 | <i>Provide names, addresses, phone and email contact information for two (2) references.</i>                                                                           |                              |

Summarise professional experience over the last 20 years in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

| From | To | Company / Project / Position / Relevant technical and management experience |
|------|----|-----------------------------------------------------------------------------|
|      |    |                                                                             |

I, the undersigned, certify that, to the best of my knowledge and belief, this CV is accurate.

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

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