

United Nations Development Programme



REQUEST FOR PROPOSAL

Strategic diagnostic analysis and technical assistance for municipal enterprises from Cahul and Ungheni municipalities to become regional service operators and expand services to neighboring villages

RFP No.: **20/02090**

Project: **EU4Moldova: Focal Regions Programme (EU-funded)**

Country: **Moldova, Republic of**

Issued on: **29 July 2020**

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Section 1. Letter of Invitation

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

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

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
 - o Form A: Technical Proposal Submission Form
 - o Form B: Bidder Information Form
 - o Form C: Joint Venture/Consortium/Association Information Form
 - o Form D: Qualification Form
 - o Form E: Format of Technical Proposal
 - o Form F: Financial Proposal Submission Form
 - o Form G: Financial Proposal Form

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

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

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

Issued by:



Name: Liliana CATEROV

Title: Procurement Associate

Date: July 29, 2020

Approved by:



Name: Corina OPREA

Title: Operations Manager

Date: July 29, 2020

Section 2. Instruction to Bidders

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

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

7. Language	7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
8. Documents Comprising the Proposal	8.1 The Proposal shall comprise of the following documents: a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
9. Documents Establishing the Eligibility and Qualifications of the Bidder	9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.
10. Technical Proposal Format and Content	10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP. 10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive. 10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP 10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.
11. Financial Proposals	11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. 11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price. 11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.
12. Proposal Security	12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal. 12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected. 12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.

	<p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> i. to sign the Contract after UNDP has issued an award; or <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<p>13. Currencies</p>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <ul style="list-style-type: none"> a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.
<p>14. Joint Venture, Consortium or Association</p>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that: (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> a) Those that were undertaken together by the JV, Consortium or

	<p>Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
15. Only One Proposal	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
16. Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
17. Extension of Proposal Validity Period	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>

18. Clarification of Proposal	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
19. Amendment of Proposals	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21. Pre-Bid Conference	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>

C. SUBMISSION AND OPENING OF PROPOSALS

	<p>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</p> <p>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</p> <p>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</p>
23. Deadline for Submission of Proposals and Late Proposals	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
24. Withdrawal, Substitution, and Modification of Proposals	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25. Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>

D. EVALUATION OF PROPOSALS	
26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27. Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28. Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29. Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; They are able to comply fully with UNDP General Terms and Conditions of Contract; They do not have a consistent history of court/arbitral award decisions against the Bidder; and They have a record of timely and satisfactory performance with their clients.
30. Evaluation of Technical and	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP</p>

<p>Financial Proposals</p>	<p>documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;">TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;">FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;">Combined Score = (TP Rating) x (Weight of TP, e.g. 60%) + (FP Rating) x (Weight of FP, e.g., 40%)</p> </div>
<p>31. Due Diligence</p>	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the

	selection process, prior to awarding the contract.
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of Proposal	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Repairable Errors and Omissions	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail, and the total shall be corrected; and c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail. <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35. Right to	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all

Accept, Reject, Any or All Proposals	of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41. Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POP_P_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42. Bank Guarantee for Advanced Payment	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POP_P_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43. Liquidated Damages	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.

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

Section 3. Bid Data Sheet

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

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will be imposed as follows: Percentage of contract price per day of delay: 0.5% Max. number of days of delay 30, after which UNDP may terminate the contract.
9	40	Performance Security	Not Required
10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	3 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person: Sergiu PLEȘCA, Public Services Improvement Officer Address: #104, Sciusev str., Chisinau, Republic of Moldova E-mail address: sergiu.plesca@undp.org
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Posted directly to eTendering

14	23	Deadline for Submission	August 12, 2020, 17:00 (Moldova local time) For eTendering submission - as indicated in eTendering system. Note that system time zone is in EST/EDT (New York) time zone.
14	22	Allowable Manner of Submitting Proposals	<input checked="" type="checkbox"/> e-Tendering
15	22	Proposal Submission Address	https://etendering.partneragencies.org <u>BU Code MDA10 and Event ID number 0000006634</u>
16	22	Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> ▪ Format: PDF files preferably ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Password for financial proposal must not be provided to UNDP until requested by UNDP.
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the = 60%-40% distribution for technical and financial proposals respectively The minimum technical score required to pass is 70%.
18		Expected date for commencement of Contract	September 15,2020
19		Maximum expected duration of contract	until January 2021
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Contract for Services for UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	

Section 4. Evaluation Criteria

Preliminary Examination Criteria

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

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

Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 5 years.	Form D: Qualification Form

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

<p>Previous Experience</p>	<p>Minimum three (3) contracts of similar scope and duration, as described in the Terms of Reference. The information for past performance and experience should not exceed one (1) page for each contract described.</p> <p>The Bidder should have and demonstrate at least 5 years of proven experience in the market and in the area of business support services, which should be supported by at least 3 references from customers to whom similar services have been provided.</p> <p>The information supplied must include the legal name and address of the organization for which services were performed, a description of the work performed, the duration of the work and size (in USD or MDL) of the contracts, a description of problems encountered in the performance of the work and actions taken to resolve them, and the contact information (current telephone number and email address) of a responsible representative of the contracting organization.</p> <p>Work experience with local governments in the region and/or Moldova will be considered a strong advantage, especially if related to functional optimization of local government administrations and modernization/business processes improvement with regard to service delivery.</p> <p>The Bidder should demonstrate good project life-cycle management capability, including project, integration, change financial, quality, and risk management and accountability, administration, provision of logistical support and effective reporting.</p> <p>The Bidder will be required to demonstrate exemplary leadership, support and collaboration.</p> <p>Previous experience of working with a UN agency or other international development organizations is an asset.</p>	<p>Form D: Qualification Form</p>
<p>Minimum Qualification Requirements</p>	<p>Experience of company in:</p> <ul style="list-style-type: none"> ▪ Have in its portfolio at least three (3) recent contracts of similar scope and duration, as described in the Terms of Reference ▪ <i>(For JV/Consortium/Association, the experience of Lead Partner should meet requirement).</i> <p>The minimum personnel of: 1 (one) TEAM Leader, 1 (one) Local Governance Consultant; 1 (one) Consultant</p>	<p>Form D: Qualification Form</p> <p>Attach required documents to Form B:</p>

	<p>in strategic planning, 1 (one) Legal/institutional Consultant, 1 (one) Business / financial Analyst, 1 (one) Consultant in Public Service Management, are mandatory team for the implementation of the contract.</p> <p>The Bidder should make available a team of highly experienced and qualified experts and possess sufficient resources for the provision of the service with effectiveness, efficiency, quality and professionalism. The experts' team should comprise an appropriate number of professionals with adequate experience and professional qualifications for the assignment as it set forth below.</p>	Bidder Information Form
Financial Standing	<p>Minimum average annual turnover of USD 100,000 for the last 2 years.</p> <p><i>(For JV/Consortium/Association, the Lead Partner should meet requirement).</i></p>	Form D: Qualification Form
	<p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p><i>(For JV/Consortium/Association, the Lead Partner should meet requirement).</i></p>	Form D: Qualification Form

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	300
3.	Management Structure and Key Personnel	500
	TOTAL	1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	20
1.2	General Organizational Capability which is likely to affect implementation: <ul style="list-style-type: none"> Age of the firm - <5 years – 0 pts, 5 years – 20 pts, >5 years – 10 pts for each additional year up to maximum additional 30 pts project management controls (organigram) - up to 10 pts 	60
1.3	Relevance of: <ul style="list-style-type: none"> At least 5 years experience on planning and economic analysis of operation of public services (5 years - 20 pts, >5 years – 10 pts for each additional year up to max. additional 30 pts) At least three Diagnostic analysis of public service providers and experience on planning assessment, opportunity studies, technical expertise on establishing public service provision (3 analysis - 20 pts, >3 analysis – 10 pts for each additional one up to max. additional 30 pts). Experience in implementing projects on Circular Economy is a strong advantage (if yes – 10 pts, if no- 0 pts). Work for UNDP/UN Agencies/EU funded projects (if yes – 10 pts, if no- 0 pts). 	120
Total Section 1		200

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Does the description of the Offeror's approach and methodology meet or exceed the requirements of the Terms of Reference	50
2.3	Does the Implementation Plan meet the ToR requirements, is it logical and in line	50

	with the expectations?	
2.4	Does the proposal contain performance monitoring and evaluation mechanisms and tools a qualitative risk assessment and appropriate mitigation measures?	60
2.5	Does the proposal demonstrate good project life-cycle management capability, including financial and quality management and accountability, effective reporting?	60
Total Section 2		300

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	1 (one) TEAM Leader		110
	Master's degree (or equivalent) in economics, science, public administration, engineering (<i>whichever 15 pts</i>). If possession of PhD is a strong advantage (<i>5 pts</i>).	20	
	At least two strategic analysis documents developed over the last 10 years for development of local public service (i.e. at least one contract on similar activities in the last 3 years) (<i>no experience – 0 pts, minimum 2 contracts - 10 pts, each additional contract– 5 pts, up to additional 20 pts</i>)	30	
	Experience in managing similar to this assignment contracts in terms of works and scope (<i>no experience – 0 pts, 3 contracts - 10 pts, each additional contract – 5 pts, up to additional 20 pts</i>)	30	
	Experience working with UN Agencies / EU funded projects (<i>no experience – 0 pts, Yes - 10 pts</i>)	10	
	Language Qualifications (<i>proficiency in Romanian and English required – 15 pts; command of Russian will be an advantage – 5 pts</i>)	20	
3.2	1 (one) Local Governance Consultant		80
	Master's degree (or equivalent) in public administration/law (<i>whichever 10 pts</i>). If possession of PhD in public administration is a strong advantage (<i>5 pts</i>)	15	
	Experience in developing planning analysis or management plans for development of local public services (at least one plan elaborated of similar scope and duration) (<i>no experience – 0 pts, 1 plan - 10 pts, each additional plan – 5 pts, up to additional 20 pts</i>)	30	
	Experience in developing IMC analysis for development of public services (i.e. at least one contract on similar activities, scope and duration) (<i>minimum 1 contract - 10 pts, each additional contact – 5 pts, up to additional 15 pts</i>)	25	
	Language Qualifications (<i>proficiency in Romanian required – 5 pts; command of English and/or Russian will be an advantage – 5 pts</i>)	10	
3.3	1 (one) Strategic planning Consultant		70
	Master's degree (or equivalent) in engineering, public administration or appropriate field (<i>whichever 15 pts</i>).	15	

	Practical experience in planning analysis of local public services (<i>no experience – 0 pts, 5 years - 10 pts, each additional year – 2 pts, up to additional 15 pts</i>)	25	
	Experience in developing IMC analysis for development of public services/solid waste management (i.e. at least one contract on similar activities, scope and duration) (<i>minimum 1 contract - 5 pts, experience in solid waste management – 5 pts, other additional contracts – 5 pts, up to max 10 pts</i>)	20	
	Language Qualifications (<i>proficiency in Romanian required – 5 pts; command of English and/or Russian will be an advantage – 5 pts</i>)	10	
3.4	1 (one) Legal/institutional Consultant		
	Master's degree (or equivalent) in law and public administration (<i>whichever 10 pts</i>). Possession of PhD in public administration/Law is a strong advantage (<i>5 pts</i>)	15	
	Professional Experience in developing IMC analysis for development of public services (<i>no experience – 0 pts, 1 contract - 10 pts, each additional contract – 5 pts, up to additional 20 pts</i>)	30	
	Experience in developing IMC services development plans (<i>no experience – 0 pts, 1 contract - 10 pts, each additional contract – 5 pts, up to additional 15 pts</i>)	25	80
	Language Qualifications (<i>proficiency in Romanian required – 5 pts; command of English and/or Russian will be an advantage – 5 pts</i>)	10	
3.5	1 (one) Business/financial Analyst		
	Master's degree (or equivalent) in economics /finance applied to public service area.	15	
	Practical experience in strategic diagnostic analysis of local public services (<i>no experience – 0 pts, 1 contract - 10 pts, each additional contract – 5 pts, up to additional 20 pts</i>)	30	
	Experience in developing business sustainability plans or management plans for developing local public services (<i>minimum 1 plan - 10 pts, each additional plan – 5 pts, up to additional 15 pts</i>)	25	80
	Language Qualifications (<i>proficiency in Romanian required – 5 pts; command of English and/or Russian will be an advantage – 5 pts</i>)	10	
3.6	1 (one) Public Service Management Consultant		
	Master's degree in engineering or management of public services (or equivalent) (<i>whichever 15 pts</i>)	15	
	Experience in the management and operational planning of public services (<i>no experience – 0 pts, 1 contract - 10 pts, each additional contract – 5 pts, up to additional 15 pts</i>)	25	
	Experience in developing analysis and local public services development plans (<i>minimum 1 analysis / plan - 10 pts, each additional plan – 5 pts, up to additional 10 pts</i>)	20	80
	Relevant expertise in the field of Circular Economy will be considered an asset (<i>10 pts</i>)	10	

	Language Qualifications (<i>proficiency in Romanian required – 5 pts; command of English and/or Russian will be an advantage – 5 pts</i>).	10	
Total Section 3			500

Section 5. Terms of Reference

A. PROJECT TITLE: EU4Moldova: Focal Regions Programme (EU-funded)

B. PROJECT DESCRIPTION

General Background:

The EU4Moldova: Focal Regions Programme (further Programme) is based on the European Commission Implementing Decision on the Annual Action Programme 2018 in favour of the Republic of Moldova and is funded by the European Union and implemented by the United Nations Development Programme.

The overall objective of the five-year Programme is to strengthen the economic, territorial and social cohesion in the Republic of Moldova through smart, green, inclusive, sustainable and integrated local socio-economic growth as well as by improving the standards of living of the citizens in the focal regions of Cahul and Ungheni.

To this end, this Programme will address also the urban-rural divide as well as regional disparities, stimulate economic growth and job creation, refurbish and upgrade some social and technical infrastructure in selected areas (smaller towns and villages) while taking into account climate change and a gender perspective in the activities of the Programme.

Specific objectives:

1. To strengthen transparency, accountability of local public authorities and citizen participation in local governance processes in the focal regions.
2. To improve citizens' access to quality public services and utilities in the focal regions.
3. To create employment opportunities for men and women in the focal-regions and improve the attractiveness of the focal regions for investors and entrepreneurs.
4. To promote the smart specialization of the economy of the focal regions through the development of the clustering and value chain approach in key economic sectors.

The Programme objectives will be achieved through measures targeted at: (i) capacity building to support the implementation and monitoring of local economic development plans; (ii) civil society engagement in local planning, governance processes and basic social service delivery; (iii) provision of investment funding in support of the creation and/or development of social and technical infrastructure which, combined with the outcomes from interventions (i) and (ii) above, will have an immediate, visible and tangible impact on employment creation, the standard of living of the population in the focal regions.

Specific context

One of the topics that appears constantly on the public agenda in the Republic of Moldova in the last two

decades² is the need for a substantial reform of the local public administration, decentralization, local autonomy and improving the quality of local public services. In our society, where practically all sectors of activity are in a permanent change, the public administration of the Republic of Moldova is far from being adapted to the economic or citizen needs, but rather seems to be suspended in a period of transition that has been extended for several years. The state and practical performance of all existing local public services is relatively poor. The major problems are:

- Expensive maintenance and operation of services;
- Limited access to necessary financial resources and limited capacity to attract investments for the rehabilitation / extension of public services infrastructure;
- Lack of experienced staff for the promotion, management and implementation of large-scale investments;
- Inefficient management of operating, maintenance and personnel costs;
- Unclear roles and responsibilities of the institutions / authorities involved in the management of public utilities;
- Inadequate institutional framework.

Both at the level of central and local public authorities, there is awareness of the need to take all necessary measures to ensure the necessary conditions for the provision of accessible and high quality local public services that meet EU standards. In this context, strategic documents³ have been approved at the national and regional levels, which provide for:

- Providing quality public services, in accordance with the needs and expectations of citizens and of social and economic entities.
- Intensify efforts for the implementation at local level of projects aimed at the rehabilitation, modernization and development of local service infrastructure, and
- Promoting the concept of creating regional operators, including through inter-municipal cooperation, regionalization of services to ensure efficiency, effectiveness and quality in their mode of operation.

Regionalization is a key element for improving the efficiency of local public infrastructure and services, in terms of quality and costs, in order to achieve environmental objectives, but also to ensure investment, operation, long-term development strategy of the communal sector and local harmonious development.

² The reforms in the field of local autonomy, public administration and decentralization started in 1991 with the approval of the first package of laws in this field.

³ Law no. 68 for approval of the National Decentralization Strategy and the Action Plan on the implementation of the National Decentralization Strategy for 2012–2018, of 04.04.2012. Monitorul Oficial from 13.07.2012, no. 143-148 art. 465. https://www.legis.md/cautare/getResults?doc_id=94917&lang=ro

Decision of the Government of the Republic of Moldova no. 966 of 09.08.2016 for the approval of the Action Plan regarding the Reform of modernization of public services for period 2017-2021" Monitorul Oficial no. 265-276 of 19.08.2016. https://www.legis.md/cautare/getResults?doc_id=110574&lang=ro

Decision of the Government of the Republic of Moldova for the approval of the Strategy on public administration reform, 2016-2020, no. 911 of 25.07.2016. Monitorul Oficial no. 256-264 of 12.08.2016

https://www.legis.md/cautare/getResults?doc_id=119202&lang=ro

The Integrated solid waste management Strategy of the Southern Development Region, Republic of Moldova, approved by Regional Development Council in 2011.

<http://adrsud.md/lib.php?l=ro&idc=654&t=/Planificare-i-programare-regionala/Strategii-i-programe-regionale-sectoriale-PRS&>

The Regional Sectorial Programme for Waste Management in Centre Development Region, approved by Regional Development Council in 2014.

<http://adrcentru.md/pageview.php?l=ro&idc=542&t=/Planificare-i-programare-regionala/Programe-regionale-sectoriale-PRS&>

This policy aims to improve performance in the sector through better and more professional management, as well as benefiting from economies of scale. Also, the eligibility criteria for obtaining funding from European funds for local public services require a regional operator to be constituted by the beneficiary local authorities.

Regionalization involves grouping service providers into a single administrative or physical structure to improve their services and efficiency. The regionalization of local public services may include the interconnection of existing operators to help correct the imbalance of resources between town halls or territorial-administrative units. This perspective also includes organizational cooperation between local public authorities (or service providers), in order to improve their services and effectiveness. Such improvements can be achieved by:

- Reduction of production costs;
- Grouping of capacities, means and resources;
- Increasing the equity of access to services;
- Improving access to funds and private sector participation.

The Description of the Action (DoA) of the Programme⁴ states that despite some investments made during the last years, the access to communal services and their quality remains a challenge. Communal services are provided by municipal enterprises which are afflicted by problems like: outdated equipment (leading to low efficiency and poor quality of services), low utility fees (which do not cover the true cost of operation and replacement of assets), low salaries of staff (which hinders employment of good experts). In Cahul district, the waste collection service is only available to 75% of urban households and only 14% in the rural areas. The equipment of the municipal enterprise is 35 years old. There is no regional landfill, as provided by the Regional Strategy for Waste Management for the South Region, waste being disposed in 51 dumpsites of the raion. In Ungheni district, the waste collection service covers 74% of the urban areas, and 3% of rural areas. The municipal waste is disposed of in 37 irregular dumpsites, which are not equipped with weighbridge. The municipal enterprise which is providing this service in the district (covering Ungheni town and other 8 rural villages) is Ave Ungheni. It can extend the services to other villages, but needs more equipment, trucks, and containers as well as improved roads in the villages.

Access to public services, particularly water and sanitation and solid waste management, is a critical element of economic growth and poverty reduction and a fundamental pillar for improving the living standards and wellbeing of the population.

In the context of the above-mentioned, the Programme is looking for a consulting Company **to provide strategic diagnostic analysis** (strategic and organizational management; operational and technical management; marketing and consumer relations, financial management, etc.) **and technical assistance for municipal enterprises** from Cahul (M.E. "Gospodaria Comunal-Locativa") and Ungheni ("AVE-Ungheni" Ltd) in order to improve their operation and functionality with the view of becoming regional service operators by expanding services to neighbouring villages.

The accomplishment of this task will consider the provisions of the National Strategy of Waste Management, 2013-2027⁵. Implementation of the Strategy involves projects aimed at upgrading and developing of solid

⁴ <https://www.md.undp.org/content/moldova/en/home/projects/eu4moldova-focal-regions.html>

⁵ Decision of the Government of the Republic of Moldova for the approval of the Waste Management Strategy in the Republic of

waste management systems and facilities in 8 (eight) regions (Solid Waste Management (SWM) Zones) across the country. All projects have to provide a new collection system, material and bio-waste treatment facilities and new regional sanitary landfills for all the urban population and part of the rural population, totaling approximately 3 million people.

Based on upgrades to the waste collection systems and introduction of separate collection and treatment of recyclable materials and bio-waste, the projects financed within this Agreement will improve living conditions for the people by ensuring better public health and a cleaner environment, will reduce the adverse environmental, health and climate impacts from out of date dumpsites, which will be closed or rehabilitated, is going to be reduced. In present, the Government of the Republic of Moldova is focused to identify needed financial resources for transposition of the EU legislation in the waste management sector, as stipulated by the Moldova-EU Association Agreement.

One of the initiatives which is going to be implemented in this field is the Agreement with the European Investment Bank (EIB). EIB will grant a loan of EUR 25 mil., the first tranche of an approved loan of EUR 100 mil. for the Republic of Moldova, involving projects aimed at upgrading and developing solid waste management systems and facilities in eight regions across the country including municipal solid waste management services. From this loan will benefit both focal regions Ungheni (as piloting stage) and Cahul (in the second stage).

According to local Strategies the main priority in the focal regions is the modernization of the municipal solid waste management system and creation of favourable conditions for the population of Cahul and Ungheni municipalities. The extension and modernization of solid waste management system is a decisive indicator in solving the pressing environmental problem in the territory, thus serving as a necessary precondition in the development of the sanitation system, including neighbouring localities. Regionalization of this type of services represents the continuity of investments in Cahul and Ungheni districts which aims in time perspective to implement the above system throughout the district, eliminating stagnant processes of socio-economic development.

Ungheni Focal region: In Ungheni district there is a relatively well-developed waste management system, but uneven. A better situation is attested in the town of Ungheni and the nearby villages (Zagarancea, Semeni, Petrești, Sculeni, Valea Mare, Pîrlița), which benefit of waste collection services offered by "AVE-Ungheni" Ltd. The "AVE-Ungheni" Ltd has created a separate paper and plastic collection system in the Ungheni city and practices the collection of the recyclable fraction from suburban localities. A waste collection service also exists in Cornești town. These services are well-equipped technically and could extend their services to other localities within the district. Nevertheless, the operational management of these services is facing the following challenges:

- Lack of cooperation with the local public administration authorities for the common organization of waste management throughout the waste management area, according to the new approaches of the services development at regional level;
- Construction of a single regional sanitary landfill and creation of the infrastructure related to the waste management area.

Cahul Focal region: In accordance with the Social Economic Development Strategy of the Cahul District,

the Waste Management Sector is one of the most important strategic sectors for investments. For implementation of provisions of the strategies a Feasibility Study on Solid Waste Management in the South Development Region, SWM Zone 3 (targeting Cahul, Cantemir, Taraclia, Ceadir-Lunga and Vulcanesti districts) has been elaborated and approved. The value of the investments provided by the Feasibility Study is about 17.65 million EUR.

The Cahul District Council has taken measures regarding the initiation of activities that would allow the recovery of the situation in the sector, by initiating the project "Integrated waste management system in Cahul district stage I". The pilot area of the project is formed by 9 LPAs from rural areas: Rosu, Andrusul de Sus, Andrusul de Jos, Cucoara, Zirnesti, Baurci Moldoveni, Larga Noua, Doina and Badicul Moldovenesc.

Currently, there are discussions between this group of 9 LPAs with Cahul City Hall regarding synergy of efforts for organization of a joint (regional) waste collection service based on the municipal enterprise "Gospodăria Comunal-Locativa Cahul". The basic challenge remains the arrangement of the regional landfill for waste storage that requires considerable investments.

At the Cahul District level, the most equipped and developed services operator for providing the waste collection services is the ME "Gospodăria Comunal-Locativa Cahul". The enterprise was created in 2001 by the Cahul Municipal Council. The company employs 105 people.

C. SCOPE OF WORK

The EU4Moldova: Focal Regions Programme (hereinafter the Programme) is looking for a consulting Company (hereinafter Company) to provide technical assistance and strategic diagnostic analyses (strategic and organizational management; operational and technical management; marketing and consumer relations and financial management) for two waste management service operators from Cahul (ME "Gospodăria Comunal-Locativa Cahul") and Ungheni ("AVE-Ungheni" Ltd) municipalities to become regional service operators and expand services to neighbouring villages.

The **overall objective** of the assignment is to provide technical assistance on developing of strategic diagnostic analysis of the municipal enterprises from Cahul and Ungheni operating in the field of waste management and drafting and implementation of Services Operators' Development Plan to become regional service operators.

Assignment is to facilitate the introduction of Circular Economy principles and ensure sustainable improvement of quality of services, particularly of solid waste management service in Cahul and Ungheni, also to complement institutional strengthening of the service providers with support for the transformation of internal processes as well as the organizational culture. The elaborated strategic document will align the public service around the vision and mission and enhance efficiency, effectiveness and accountability in all areas of service delivery. A special focus will be directed to support the process of increasing the level of operating capacities for expansion to the neighboring communities. In this respect, the Company, will:

- Conduct strategic diagnostic analysis for (strategic and organizational management; operational and technical management; marketing and consumer relations and financial management) public service providers from Cahul and Ungheni to become regional service operators and expand services to neighboring villages

- Conduct Analysis of identification of investment needs for the extension of service delivery to neighboring villages.
- Conduct Opportunity study for extending waste management system to neighboring villages of Ungheni and Cahul municipalities, which will contain the technical-economic and efficiency analysis of the operating costs for the provision of the service.

The Company shall consider the best practices from EU MS as well as the Circular Economy approach as main reference and benchmark.

The Company shall also consider LPA specifics and peculiarities, the differences in organizational structure, internal workflows and procedures, business culture. Other specific implementation issues relate to:

- Different organizational units and LPA employees are in charge to accept, process and approve different steps in the workflow.
- Application forms accepted attached documents and other relevant information may differ in each municipality.
- Poor municipal provision of public service, especially outside Ungheni and Cahul municipalities.
- Lack of sufficient qualified staff of public service operators.
- Insufficient resource allocations from local budget for organization of public services, etc.

The implementation of strategic documents of the provision of public services imposes the need of professional and extensive change management, which is critical for the project success. The Company project management team shall possess the professional qualities and experience in risk, communication and change management, which will help to address the challenges of resistance, limited resources, collaboration fatigue.

D. Key Activities

Task 1: Project Initiation. Provide a working methodology and a detailed work plan for activities implementation.

The Company shall:

- Establish the first contact with the target LPAs and Services Operators;
- Assess the expectations and further requirements;
- Conduct a consultation meeting with mayors, local councilors, local CSOs, etc.;
- Organize a presentation of planned project activities;

Provide an Inception Report explaining the approach, schedule of the detailed activities implementation Plan and expected time of required Deliveries under this assignment.

Task 2: Assessment of the Service Operators' capacities and development needs. Development of strategic diagnostic analysis for (strategic and organizational management; operational and technical management; marketing and consumer relations and financial management) public service providers from Cahul and Ungheni.

The Company will fulfil the following activities:

- Develop and present the work plan on developing Strategic diagnostic analysis for development of the solid waste management services operated by "AVE-Ungheni" Ltd and ME "Gospodaria Comunal -Locativa Cahul".
- Develop and present to the Programme team, EU Delegation representatives and LPAs for coordination the Content of the Analysis;
- Develop the draft Strategic diagnostic analysis and present to Administrative Board for discussion;
- Adjust the developed Strategic diagnostic analysis based on feedback from participants;
- Provide consultations with Local Working Group (created from representatives of service operator and Local Public Authority) during the developing and drafting the Strategic diagnostic analysis through working meetings, workshops and other events agreed in the work plan;
- The detailed content of the Strategic diagnostic analysis will be agreed prior with the Programme team, the EU Delegation representatives and the Administrative Boards.

The Services Operators' capacity assessments will be conducted according to the detailed methodology which will be developed by the Company and formally endorsed by the Programme. The Strategic diagnostic analysis will include, but will not be limited to the following aspects:

Task 2A: Assessments of the services provider's institutional framework, operational and management capacities

- Organization. Review the organization of executive and governing bodies. Analyze the organizational structure functioning departments and organizational process of the Services Operators; analysis of number of personnel, skills and responsibilities of employees.
- Analyze the LPA and service provider management relationship. Analyze the internal working procedures and communication processes of the Services Operators.
- Analyze the rights and obligation of the Services Operators and to what extent they operate independently of the LPA and with financial autonomy.
- Analyze the service providers' ability to manage and finance the communal service infrastructure (methods and responsibilities for establishment of tariffs and problems related to ownership and control of service infrastructure assets).
- Analyze the legal/issues of the Services Operator's organization and functioning.
- Planning & monitoring. Analyze the planning system and decision-making process (including policies and practices regarding strategic planning and investment project development and implementation). Review the activity plan and performance indicators.
- Analyze the assets ownership and their control, management of personnel and independence in investment decision etc.
- Analyze their legal documents and contracts (at least: the statute of the enterprise, services' delivery regulation, internal activity regulations, job descriptions, delegation contracts, services' delivery contracts, if any, etc.).
- Facilities. Assess the adequacy of the organizational office and 'production base'. Analyze their ownership of buildings and juridical status of land.
- Analyze the context and coverage of the insurance of the Services Operators (natural disaster, theft).
- Human resources. Assess the professional and practical capacity of the key-staff (director, bookkeeper and main-specialists). Analyze the task allocation, task execution, and supervision issues.

- Analyze HR (efficient use of HR; payroll system analysis; compensation and benefits analysis of HR system; recruitment and motivation; management and training of HR; and synthesis of the main strengths and weaknesses of human resources within the Services Operators).
- Procurement procedures, the procurement mechanism, transparency, and efficiency.
- Analyze how to introduce Circular Economy principles with the view of optimization the organizational arrangements and adapt the business model.

Task 2B: Assessment of the financial capacities and performances

- Analyze the existing financial management system of the service provider (including financial records, management and information system, the financial structure, and how the accounting system is organized).
- Financial planning. Assess the financial planning indicators.
- Analyze the financial and economic situation based on the financial statements (including balance sheet analysis, financial performance analysis, financial ratio analysis, analysis method for calculation depreciation, and cost of service provided).
- Financial activity of the Services Operators will be analyzed for the **last three years**, to see the development trend of the Services Operators. A range of methods, techniques and specific procedures will be used in order to achieve resultant objectives of financial analysis, including:
 - ✓ Vertical and horizontal balance sheet analysis;
 - ✓ Method of chain substitution;
 - ✓ Use of financial indicators;
 - ✓ Using indices as method of expression of the dynamics of economic and financial phenomena;
 - ✓ Rates method;
 - ✓ Cost Benefit Analysis;
 - ✓ Bankruptcy risk analysis.
- Costs & revenues. Assess the cost composition and selling indicators. Analyze the cost price of provided public services.
- Analyze situation of the financial assets (participation titles accounts receivable etc.).
- Analyze legal status of intangible assets (patents, licenses, etc.).
- Review and analyze situation of received loans, guarantees, existing unpaid loans.
- Assess the investment obtained through international and national funds for investments and subsidies received from the local budget.
- Analyze the method of making financial forecasts and budgeting.
- Policy analysis and strategies of pricing and analysis of work policy with debtors, billings payments and collection system.
- Marketing diagnosis.
 - ✓ Analyze the sales process.
 - ✓ Analyze the beneficiaries of public service.
 - ✓ Analyze the tariff policy.
 - ✓ Analyze the satisfactory level of customer service.
 - ✓ Analyze the potential for secondary raw materials in line with Circular Economy approach.

Task 2C: Assessment of technical and operational efficiency of the service provider and the impact on environment

- Analyze the technical infrastructure: existing machinery and equipment, highlighting their needs for modernization and automation.
- Analyze the technological potential and the Services Operators' s ability to provide the service.
- Analyze the services delivery infrastructure: capacity, coverage and availability, monitoring and control system
- Analyze the performance criteria in terms based on the volume of service provided to consumers, used capacity of the existing infrastructure, coverage area of service.
- Analysis of the implementation of an integrated and efficient waste management system from a social, economic and environmental protection point of view.
- Assess the condition of equipment, vehicles, utilities and necessary services for the proper management of waste in order to protect the environment and the health of the population (testing confirming of quality of service (including testing conformity to technical standards and existing technology).
- Analyze the environmental impact and procedures to eliminate the negative effects.
- Analyze the energy efficiency measures and resource efficiency production and consumption. Analyze efficiency energy usage in the operational buildings.
- Analyze the use of environment friendly/lower emission/cleaner technologies and/or processes by the Services Operators.
- Analysis of all the activities, from separation of biodegradable waste to recycling and secondary materials recovery, in line with the introduction of Circular Economy principles with the view of contributing to the prevention of environmental pollution and to the reduction of greenhouse gas emissions.

Task 2D: Assessment of services' extension opportunities

- Analyze the waste collection infrastructure, including its main deficiencies and investments gaps, with the inclusion of tables, graphic maps, drawings, photographs, etc., which should explain the existing situation.
- Analyze the current economic-financial situation of the municipal enterprises acting in rural areas.
- Assess the needs for waste management services in neighboring villages of Ungheni and Cahul municipalities.
- Assess the potential for extending the covered area (neighboring ATUs might be attracted within the IMC scheme).
- Assess the necessary investments for the modernization and extension of the service, respecting the social and environmental conditions.
- Assess the economic-financial, social and environmental reasons for extension of the waste management services in neighboring communities.
- SWOT Analysis.
- Conclusions and Recommendations.

Task 3: Presentation of the final draft of the strategic diagnostic analysis of solid waste management service providers from Cahul and Ungheni for endorsement by the Administrative Board.

The Company will make a presentation to the local stakeholders (representatives of LPAs, local councils members, service provider representatives, civil society representatives, etc.) during workshops in each target municipality. The Programme will provide assistance in organizing the workshops (provide its e platforms for on-line meetings). However, the Company will be responsible for presenting the draft strategic diagnostic analysis, answering questions, and providing guidance on the information presented in the draft strategic diagnostic analysis during the workshops.

Task 4: Develop the Services Operators' Development Plan according to carried out strategic diagnostic analysis:

The Services Operators' Development Plan will be conducted according to the detailed methodology formally endorsed by the Programme. The Development Plan will include, but will not be limited to:

A. Institutional - organizational development

- Strengthening the Services Operators' governing bodies /Administrative Council/.
- Improvement of work conditions (office, equipment, furniture, software, premises improvements).
- Improvement of internal procedures (working regulation, staff organization, procurement rules, equipment using rules, etc.).
- Ensuring quality management procedures.
- Professional specialized trainings to be attended by director, accountant, and key-specialists (justification, training provider, and estimative costs).
- Improved financial management (detailed planned of revenues and expenditures). The Financial model of the company with main budget and reports. The model will offer possibilities to automatically compare the financial results when a key factor is changing: tariff, loses, energy costs, number of clients, etc.

B. Operational development

- Proposals for future service delivery (asset ownership, operation and maintenance, financial management, commercialization, outsourcing);
- Demand forecasts (waste collection with assumptions on population growth and income evolution, capacity and willingness to pay of domestic users, tariffs, and demand elasticity of all user categories);
- Future service levels (connection rates, treatment standards);
- Operational recommendations for improvement of performance, integration of regional approaches, environmental impacts;
- Proposed measures to increase efficiency in terms of energy and resources as well as diversification of services in view of circular economic model.
- Potential use of alternative technical solutions (technology, cost-effectiveness). Potential use of environment friendly/low carbon emission/cleaner technologies and processes, implementation of climate resilient waste management solutions by the Services Operators.
- Measures for effective pollution prevention, by using the best available techniques in line with "Integrated pollution prevention and control" (IPPC) principles.
- Measures for Circular Economy in line with the hierarchy of waste management options (notably waste prevention and its recovery).

- Development of methodological tools on the evidence of the amount of waste avoided, collected, recovered or disposed.
- Proposed technical solutions (components, costs, phasing).
- Yearly performance indicators for a 5-year period.
- 5-year marketing plan for diversifying the activities and geographical extension (coverage of new communities).
- Proposals for developing of a new IMC service delivery, related to the 'maintenance of all-inclusive local engineering infrastructure, inclusively emergency interventions' (water /sewerage/ lighting/ buildings).
- Areas in need of capacity building and technical assistance;
- Quality improvement targets.

C. Technical development

- Investment plan for technical empowerment (including list of equipment for improvement of financial management)
- Equipment maintenance plan.

Task 5: Presentation of the final draft the Services Operators' Development Plan for approval by the Administrative Boards / Municipal Council

The Company will make a presentation to the local stakeholders (representatives of LPA, Municipal Council members, service provider representatives, civil society representatives, etc.) during a workshop in each target municipality. The Programme will be responsible for organizing the briefing workshops. However, the Company will be responsible for presenting the draft Services Operators' Development Plan, answering questions, and providing guidance on the information presented in the Services Operators' Development Plan during the workshops.

Task 6: Develop the Opportunity study for extending waste management system to neighboring villages of Ungheni and Cahul municipalities.

The Opportunity study will contain the technical-economic and efficiency data of the operating costs for the provision of the service, as well as for the administration and operation, respectively it will include the following compartments:

- The needs of the localities regarding the development of the waste collection services;
- The services coverage area, including details of the territorial area of operation;
- The description of the waste collection infrastructure, including its main aspects, tables, graphic maps, drawings, photographs, etc., which should explain the proposed scenarios;
- Forecasts of the economic-financial situation of the services;
- Local possibilities for financing the operation of the service, respectively the establishment and / or development of the public services;
- List of the necessary investments for the modernization and extension of the services, respecting the social and friendly environmental conditions;
- Proposed scenarios / model of the organization of the services (joint management, delegation of management, the minimum level of the royalty, the estimated duration of the delegation contract,

etc.).

Task 7: Presentation of the final draft of the Opportunity Study for approval by the Municipal Council and Local Councils intended to cooperate to organize a common public service, representing the legal basis for delegating the management of the public service

The Company will make presentations of the Opportunity Studies to the local stakeholders for approval by the Municipal Council and Local Councils intended to cooperate and to organize joint public service. The approved Decisions and Studies will represent the legal basis for delegating the management of the waste management public services.

Task 8: Presentation of the Final Report

The Company will receive comments and feedback for another two (2) weeks from the participants to the workshops and based on the feedback from participants and the Programme will generate the final Report. The Final Report will serve as the final deliverable of the contract and must be submitted by the end of the assessment process.

The Company is required to obtain the Programme approval at the completion of each phase listed above before progressing to the next phase.

E. Key deliverables and indicative timeframe

The Company shall deliver to EU4Moldova: Focal Regions Programme the following deliverables, in accordance with the schedule set forth in Section below.

Deliverables	Expected Period
<p>Deliverable 1: Submission of Inception Report (Task 1)</p> <p>The Company shall submit progress reports every two months by the date of 20th (maximum 1 page length per focal region which highlights the current status of performed activities and main findings, key issues, and preliminary conclusions.</p> <p>The working methodology and the detailed work plan for the implementation of activities during the Inception meeting organised by EU4Moldova: Focal Regions Programme</p> <p>The progress reports and schedules of planned activities shall be completed in English/Romanian.</p>	<p>To be submitted by 30th of September 2020</p>
<p>Deliverable 2: Submission of strategic diagnostic analysis (Tasks 2)</p> <p>The Company shall submit the strategic diagnostic analysis report for each focal region conducted according to the detailed methodology which will</p>	<p>To be submitted by 30th of October 2020</p>

Deliverables	Expected Period
<p>be developed by the Company and formally endorsed by the Programme.</p> <p>The analysis will be completed in Romanian and approved by Programme prior to submission to the LPA.</p> <p>The progress report shall be completed in English/Romanian.</p>	
<p>Deliverable 3: Presentation of the strategic diagnostic analysis (Task 3)</p> <p>The Company shall make a presentation of strategic diagnostic analysis during a stakeholder meeting and agree (by signing the minutes of the meeting) on the general strategic approach for the development of services. The Company shall submit the presentations to the Programme for review and approval prior to the event. The presentation must be completed in Romanian in Power Point format.</p> <p>The progress report shall be completed in English/Romanian.</p>	<p>To be submitted by 10th of November 2020</p>
<p>Deliverable 4: Submission of the Services Operators' Development Plan (Task 4)</p> <p>The Company shall develop a detailed Service Operators' Development Plan for each focal region after agreeing on the general strategic approach for the development of the services with the local stakeholders during the stakeholder meeting.</p> <p>The Service Operators' Development Plan shall be reviewed and approved by the Programme prior to submission to the LPA.</p>	<p>To be submitted by 10th of December 2020</p>
<p>Deliverable 5: Presentation of the final draft the Services Operators' Development Plan (Task 5)</p> <p>The Company shall make a presentation of final draft the Services Operators' Development Plan during a stakeholder meeting.</p> <p>The Company shall make a presentation of the Development Plans during the Municipal / Local Councils sessions.</p> <p>The Company shall submit the presentations to the Programme for review and approval prior the event. The presentation must be completed in Romanian in Power Point format.</p> <p>The progress report shall be completed in English/Romanian.</p>	<p>To be submitted by 24th of December 2020</p>
<p>Deliverable 6: Submission of the Opportunity Study of extension of the public services. (Task 6)</p> <p>Development of the Opportunity study for each region and presentations during the de-briefing meetings.</p> <p>The company shall develop detailed Opportunity studies for each service from focal region after agreeing on the general strategic approach for the extension and delegation of the service in neighboring localities, with the</p>	<p>To be submitted by 24th of December 2020</p>

Deliverables	Expected Period
<p>local stakeholders during the stakeholder meeting. The study must be reviewed and approved by EU4Moldova: Focal Regions Programme prior to submission to the LPA.</p> <p>The company shall then provide presentations, answer questions, and provide guidance to the participants of local de-briefing meeting on the developed opportunity studies. The presentations must be in Romanian and in Power Point format.</p>	
<p>Deliverable 7: Submission of the final draft of Opportunity Study approved by the Municipal and Local Councils (Task 7)</p> <p>The Company shall present of the Opportunity Studies to all Local Councils of communities the waste management services will be extended. The company shall submit the presentations to the EU4Moldova: Focal Regions Programme for review and approval prior the event. The presentation must be completed in Romanian in Power Point format.</p>	<p>To be submitted by 15th of January 2021</p>
<p>Deliverable 8: Final report (Task 8)</p> <p>The Company shall submit a Final report in English and Romanian, presenting the results of the consultancy, containing an executive summary, a detailed outline of actions and achieved results with lessons learned, and a best practice section.</p> <p>The final report will include the revised documents and annexes with other deliverables produces under this assignment.</p>	<p>To be submitted by 30th of January 2021</p>

All deliverables should be endorsed by EU4Moldova: Focal Regions Programme and be provided in English and Romanian, both in electronic copies.

F. INSTITUTIONAL ARRANGEMENTS

The Contractor will be awarded a contract with UNDP for the delivery of services applied for and will work under the guidance of the EU4Moldova: Project Officer/ Public Service Improvement and supervised by the Project Manager / Local Development and the Programme Manager. The EU4Moldova: Focal Regions Programme will provide all available relative documentation, facilitate first contacts, access to the site and communication with stakeholders while **Company will be responsible for arranging all necessary transportation and logistics arrangements, obtaining all needed permissions and establishing and maintaining of good working relationships with all involved parties. Please, ensure that all kind of translation costs (written and oral) shall be arranged by the Company.**

G. DURATION OF WORK

- a) The estimated duration of works is up to maximum 5 months (September 2020 – January 2021).
The expected time of commencement of contract is September 2020;
- b) UNDP will require maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve or certify acceptance of deliverables.

H. QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER AT VARIOUS LEVELS

The offers will be evaluated based on their compliance with the general requirements specified below:

The applicant company should:

- Be a legally registered entity.
- Have at least 5 years experience on planning and analysis of organisation of local public services.
- Have in its portfolio at least three Diagnostic analysis of public service providers and experience on planning assessment, opportunity studies, technical expertise on establishing public service provision.
- Experience in implementing projects on Inter Municipal Cooperation in the area of Solid waste management is a strong advantage.
- Experience in implementing projects on Circular Economy is a strong advantage.
- Demonstrated experience of projects implemented by multi-disciplinary and multi-national teams is a strong advantage (*evidence must be provided in the Technical Proposal*);
- Past work experience of team members in Moldova is a strong advantage (*evidence must be provided in the Technical Proposal*).

The proposed team of professionals who will be involved in elaboration of the requested documents shall have the following professional skills:

TEAM Leader:

- Economic, Management, Business Administration, Public Administration or Engineering background.
- Experience: Minimum of 5 years of experience in managing projects related to public services improvements, including similar to this assignment contracts in terms of works and scope.
- Strong advantage is the experience in developing strategic analysis documents for improvement of IMC local public services.
- Excellent written and spoken Romanian and English skills. Russian is an asset.

Local Governance Consultant:

- Public Administration, Legal background.
- At least 5 years of working experience with local governance projects.
- Prior experience with consultancy and/or projects related to public services improvements, including IMC initiatives designed and implemented at the local public authorities' level.
- Working experience in target focal regions / municipalities is an advantage.

- Knowledge of local public administration system and public law
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

Strategic planning Consultant:

- Public Administration, Economics, Engineering, Social Sciences or related area background.
- At least 5 years of working experience with local governance projects.
- Prior experience with consultancy and/or projects related to business strategic planning, public services improvements, including IMC initiatives.
- Working experience in target focal regions / municipalities is an advantage.
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

Legal/institutional Consultant:

- Legal, Public Administration background.
- Experience: At least 5 years of working experience with local governance projects.
- Prior experience with consultancy and/or projects related to local public services improvements, including IMC initiatives designed and implemented at the local public authorities' level.
- Working experience in target focal regions / municipalities is an advantage.
- Knowledge of local public administration system, public services delivery peculiarities and public law.
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

Business/financial Analyst:

- Economic, Finance or related to public services area background.
- Experience: Minimum of 5 years of experience in projects related to public services improvements, including similar to this assignment contracts in terms of works and scope.
- Strong advantage is the experience in developing business sustainability plans or management plans for developing local public services or for improvement of IMC local public services.
- Working experience in target focal regions / municipalities is an advantage.
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

Public Service Management Consultant:

- Economic, Engineering or Public Services Management background.
- Experience: Minimum of 5 years of experience in projects related to management and operational planning of public services.
- Prior experience with consultancy and/or projects related to local public services improvements, including IMC initiatives designed and implemented at the local public authorities' level.
- Strong advantage is the expertise in the field of Circular Economy.
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

The Contractor could consider other non-key personnel if it is required for the successful implementation of the present assignment.

In consideration of time limitations, the geographic extent of the assignment and the peculiarities of each required work package, the Contractor should demonstrate substantial human resource capacity, proportionate to the workload so as to mitigate negative effects on the pace of implementation. In addition, the key experts should provide full-time availability for the Project, in case, if Contractor will be awarded.

The Contractor shall take all reasonable measures necessary to ensure that the personnel deployed under this assignment shall respect local customs and conform to the highest standards of moral and ethical conduct. UNDP may at any time request the withdrawal or replacement of any of the Contractor personnel if these standards are not adhered to. Replacement will be at the Contractor expense.

The detailed vision on the project implementation, project team, roles and responsibilities, and core project management disciplines shall be presented by Contractor in a Project Charter in the inception phase. Project Charter shall be formally accepted by the Customer and serve as a mutually agreed code of project handling.

Section 6: Returnable Bidding Forms / Checklist

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

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

Technical Proposal:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form (if the case)	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal

(Password protected file shall be uploaded. Bidders that will pass the technical compliance score, will be asked (via e-mail) to provide the password)

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

Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP20/02090		

We, the undersigned, offer to provide the **Strategic diagnostic analysis and technical assistance for municipal enterprises from Cahul and Ungheni municipalities to become regional service operators and expand services to neighboring villages** in accordance with your **Request for Proposal No. 20/02090** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

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

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

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

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

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

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

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

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ List of Shareholders and Other Entities Financially Interested in the Firm owning 5% or more of the stocks and other interests, or its equivalent if Bidder is not a corporation including the Certificate from State Register ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Bidder, if any ▪ Financial Statement (Income Statement and Balance Sheet)

for the past 2 years (2019, 2018)

- Statement of Satisfactory Performance from the Top three (3) Clients in terms of Contract Value the past three (3) years
- A copy of preliminary Agreement in case of Consortium or sub-contracting
- Detailed description of the Methodology, Approach and Implementation Plan (sequence of actions) for the services required in the ToR, with clear distribution of roles and responsibilities of the proposed key personnel;
- CVs (shall be signed by the envisaged person), of the Key personnel (mentioned under point H, Section 5: ToR)
- All information regarding any past and current litigation during the last five (5) years, in which the bidder is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded
- Dully filled in Forms A-G. Forms F and G password protected. Please, ensure that no other documents are disclosing your financial proposal apart from Forms F and G. Your price proposal in e-Tendering system shall equal with 1 US\$.

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP20/02090		

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

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

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

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

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

Name of partner: _____	Name of partner: _____
Signature: _____	Signature: _____
Date: _____	Date: _____
Name of partner: _____	Name of partner: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP20/02090		

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

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 5 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 5 years.
List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners.
Assignments completed by the Bidder’s individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder’s partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

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

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

☐ Attached are the Statement of Satisfactory Performance from the Top three (3) Clients in terms of Contract Value the past three (3) years.

Financial Standing

Annual Turnover for the last 3 years	Year 2019	USD
	Year 2018	USD
	Year 2017	USD
Latest Credit Rating (if any), indicate the source		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	2019	2018	2017
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

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

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

Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP20/02090		

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

SECTION 1: Bidder's qualification, capacity and expertise

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

SECTION 2: Proposed Methodology, Approach and Implementation Plan

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

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.

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

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

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions

and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.

- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services. For the relevant staff, the accreditation certificates shall be provided. Such CVs shall be duly signed by the envisaged person.

Format for CV of Proposed Key Personnel

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

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

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP20/02090		

We, the undersigned, offer to provide the **Strategic diagnostic analyses and technical assistance for municipal enterprises from Cahul and Ungheni municipalities to become regional service operators and expand services to neighboring villages** in accordance with your **Request for Proposal No. 20/02090** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

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

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

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

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

[Stamp with official stamp of the Bidder]

Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP20/02090		

The Bidder is required to prepare the Financial Proposal following the below format, that can be adjusted according to your Technical Proposal, and submit it separately from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

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

Currency of the proposal: US\$

A. **Cost Breakdown per Deliverables***

SN	Deliverables	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Inception Report		
2	Submission of strategic diagnostic analysis		
3	Presentation of the strategic diagnostic analysis		
4	Submission of the Services Operators' Development Plan		
5	Presentation of the final draft the Services Operators' Development Plan		
6	Submission of the Opportunity Study of extension of the public services		
7	Submission of the final draft of Opportunity Study approved by the Municipal and Local Councils		
8	Final report		
	Total	100%	USD

**Basis for payment tranches*

B. **Cost Breakdown by Cost Component:**

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

Description of Activity	Unit of measure (day, unit etc.)	Quantity	Unit Price in US\$	Total Price in US\$ per budget line
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				

b. Expertise 2				
2. Services from Field Offices				
a . Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Translation costs				
5. Equipment Lease				
6. Others				
III. Other Related Costs				