

United Nations Development Programme



REQUEST FOR PROPOSAL

EU4MD/ Technical assistance in setting up One Stop Shops for administrative services in Cahul and Ungheni municipalities

RFP No.: **20/02103**

Project: **EU4Moldova: Focal Regions Programme**

Country: **Moldova, Republic of**

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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 Coordinator

Date: **August 6, 2020**

Approved by:



Name: Corina OPREA

Title: ARR/ Operations

Date: **August 6, 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>

	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.
4. Conflict of Interests	4.1	<p>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.
	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.
	4.3	<p>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>
	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.
B. PREPARATION OF PROPOSALS		
5. General Considerations	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.
	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

6. Cost of Preparation of Proposal	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.
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.

	<p>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.</p> <p>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> <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>
13. Currencies	<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.
14. Joint Venture, Consortium or Association	<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</p>

	<p>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 Association; and b) Those that were undertaken by the individual entities of the JV, Consortium or Association. <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</p>

	incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
C. SUBMISSION AND OPENING OF PROPOSALS	
22.Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS iii. Bear a warning that states "<i>Not to be opened before the time and date for proposal opening</i>" as specified in the BDS. <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p>
Email Submission	<p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.

eTendering submission	<p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 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. 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. 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/
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	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.
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> <ul style="list-style-type: none"> a) Preliminary Examination b) Minimum Eligibility and Qualification (if pre-qualification is not done) c) Evaluation of Technical Proposals d) Evaluation of Financial Proposals
28. Preliminary Examination	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.
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> <ul style="list-style-type: none"> a) 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; b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, c) 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; d) They are able to comply fully with UNDP General Terms and Conditions of Contract;

	<p>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</p> <p>f) They have a record of timely and satisfactory performance with their clients.</p>
30. Evaluation of Technical and Financial Proposals	<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 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>Combined Score = (TP Rating) x (Weight of TP, e.g. 60%) + (FP Rating) x (Weight of FP, e.g., 40%)</p> </div>
31. Due Diligence	<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> <p>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</p>

	<ul style="list-style-type: none"> 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, Reparable 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;

	<p>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</p> <p>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> <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 Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
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_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the

	receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42. Bank Guarantee for Advanced Payment	<p>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</p> <p>https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default</p>
43. Liquidated Damages	<p>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.</p>
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:</p> <p>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</p> <p>http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

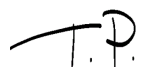
Section 3. Bid Data Sheet

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 week of delay: 1% Max. 10% deduction, 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: Oxana CASU, SMART Development Officer Address: 104 Sciusev str., Chisinau, Republic of Moldova E-mail address: oxana.casu@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	27 August 2020, 15:00 (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 BU Code MDA10 and Event ID number 0000006771
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	October 1, 2020
19		Maximum expected duration of contract	until April 30, 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	<i>n/a</i>



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

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.

Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 5 years.	Form D: Qualification Form
Minimum Qualification Requirements	Legally registered entity with minimum of five (5) years of experience in the area of public and business support services	
	Within the past 5 years of activity have in its portfolio at least 3 projects related to re-engineering and/or design of public services, at the local and/or central level. <i>(For JV/Consortium/Association, the experience of Lead Partner should meet requirement).</i>	Form D: Qualification Form
	The minimum key personnel of: <ul style="list-style-type: none"> • 1 (one) TEAM Leader, • 2 (two) Implementation Team Specialists, • 1 (one) Local Governance Specialist, • 1 (one) Legal Specialist, • 1 (one) Reengineering and Digitization Specialist in public services is mandatory team for the implementation of the contract.	Attach required documents to Form B: Bidder Information Form
Financial Standing	Minimum average annual turnover of <i>USD 130,000</i> for the last 3 years. <i>(For JV/Consortium/Association, the Lead Partner should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, the Lead Partner should meet requirement).</i>	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 – 10 pts, >5 years – 5 pts for each additional year up to maximum additional 10 pts - project management controls (organigram) - up to 10 pts 	30
1.3	Relevance of: <ul style="list-style-type: none"> - At least 5 years of experience in the area of public and business support services (<i>less than 5 years – 0 pts, 5 years - 20 pts, >5 years – 5 pts for each additional year up to max. additional 20 pts</i>) - At least 3 projects related to re-engineering and/or design of public services, at the local and/or central level, implemented within the past 5 years (<i>less than 3 projects – 0 pts, 3 projects - 20 pts, >3 projects – 5 pts for each additional project up to max. additional 20 pts</i>) - Work experience with local governments in the South-Eastern Europe and/or Moldova will be considered a strong advantage (<i>1 project - 20 pts, >1 project – 5 pts for each additional project up to max. additional 10 pts</i>) - Strong advantage is the experience in setting-up of One Stop Shops (<i>each project – 10 pts up to 30 pts</i>). - Work for UNDP/UN Agencies/projects/EU funded projects (<i>if yes – 10 pts, if no - 0 pts</i>) 	150
Total Section 1		200

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Does the Methodology, Approach and project life-cycle meet the ToR requirements?	120
2.2	Does the Implementation Plan meet the ToR requirements, is it logical and in line with the expectations?	80

2.3	Does the proposal contain a qualitative risk assessment and appropriate mitigation measures?	50
2.4	Does the Methodological approach demonstrate knowledge and understanding of local environment and its challenges?	50
Total Section 2		300

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	1 (one) TEAM Leader		90
	Economic, Management, Business Administration, Legal, IT/Computer Science, or Engineering background	5	
	Possession of PMP, Prince 2 Practitioner or alternative internationally recognized certificate with validity and certification process through testing centers (<i>no certificate – 0 pts, 1 certificate - 5 pts, each additional certificate – 5 pts, up to additional 5 pts</i>).	10	
	Minimum of 5 years of experience in managing projects related to re-engineering and/or design of public services, at the local and/or central level (<i>no experience – 0 pts, 5 years - 20 pts, each additional year – 2.5 pts, up to additional 10 pts</i>).	30	
	Experience in setting-up of One Stop Shops and/or IT projects up to successful completion will constitute an advantage (<i>no experience – 0 pts, 1 project - 10 pts, each additional project – 5 pts, up to additional 10 pts</i>).	20	
	Experience working with donor-funded organizations (i.e. UN Agencies, EU Delegation, WB, USAID, etc.) (<i>no experience – 0 pts, Yes - 10 pts</i>).	10	
	Language Qualifications: <i>proficiency in Romanian, English and Russian – each language 5 pts</i>	15	
3.2	1 (one) Implementation Team Specialist for Ungheni focal region		85
	Economic, Business, Public Administration, IT/Computer Science, or Engineering background.	5	
	Minimum of 3 years of experience in managing projects related to re-engineering and/or design of public services, at the local and/or central level (<i>no experience – 0 pts, 3 years - 10 pts, each additional year – 5 pts, up to additional 15pts</i>)	25	
	Experience in setting-up of One Stop Shops and/or IT projects up to successful completion will constitute an advantage (<i>no experience – 0 pts, 1 project - 10 pts, each additional project – 5 pts, up to additional 10 pts</i>).	20	
	Minimum 2 years of coordination experience in projects related to local governance and local development(<i>no experience – 0 pts, 2 years - 10 pts, each additional year – 2 pts, up to additional 10 pts</i>).	20	
	Language Qualifications: <i>proficiency in Romanian, English and Russian – each language 5 pts</i>	15	

3.3	1 (one) Implementation Team Specialists for Cahul focal region		85
	Economic, Business, Public Administration, IT/Computer Science, or Engineering background.	5	
	Minimum of 3 years of experience in managing projects related to re-engineering and/or design of public services, at the local and/or central level (<i>no experience – 0 pts, 3 years - 10 pts, each additional year – 5 pts, up to additional 15 pts</i>)	25	
	Experience in setting-up of One Stop Shops and/or IT projects up to successful completion will constitute an advantage (<i>no experience – 0 pts, 1 project - 10 pts, each additional project – 5 pts, up to additional 10 pts</i>).	20	
	Minimum 2 years of coordination experience in projects related to local governance and local development (<i>no experience – 0 pts, 2 years - 10 pts, each additional year – 2 pts, up to additional 10 pts</i>).	20	
	Language Qualifications: <i>proficiency in Romanian, English and Russian – each language 5 pts</i>	15	
3.4	1 (one) Local Governance Specialist		80
	Public administration, law, economics, political sciences, social sciences, or related area background	5	
	Working experience in at least 3 projects in the area of public services improvements and/or consultancy in political, administrative and institutional set-up at the local level (local governance and local development) (<i>no experience – 0 pts, 5 years - 20 pts, each additional year – 2,5 pts, up to additional 15 pts</i>)	35	
	Expertise in local planning and policy design, public consultations, local financial management, local infrastructure projects and/or drafting public documents, strategies and trends related to local governance in Moldova (<i>no experience – 0 pts, 1 initiative - 10 pts, each additional initiative – 5 pts, up to additional 10 pts</i>)	20	
	Demonstrated experience in partnering with civil society organizations (<i>no experience – 0 pts, 3 CSOs - 10 pts</i>)	10	
	Language Qualifications: <i>good command of Romanian and Russian required – 5 pts each language</i>	10	
3.5	1 (one) Legal Specialist		80
	Law, public administration, or related area background	5	
	At least 5 years of working experience in the legal area provided to local public authorities, including implementation of projects for improvement of 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 drafting legal instruments/documents and/or in putting authorities' decisions into a language of law (decisions, regulations, legal frameworks, acts, etc.) (<i>no experience – 0 pts, 1 initiative - 10 pts, each additional initiative – 5 pts, up to additional 10 pts</i>).	20	

	Experience working with Moldovan Government at the central and/or local level, including legislation and legal regulations on government operations (constitution, government law, civil service act, public procedural law, e-governance) <i>(no experience/1 initiative – 0 pts, 2 initiatives - 10 pts).</i>	10	
	Experience in conducting multi-party stakeholder consultations with LPAs, policymakers, government officials, ministries, other high ranking national and regional government official would be an asset. <i>(no experience/1 consultation – 0 pts, 2 consultations - 10 pts)</i>	10	
	Language Qualifications: <i>good command of Romanian and Russian required – 5 pts each language</i>	10	
3.6	1 (one) Reengineering and digitization specialist in public services		
	Economics, IT/Computer Sciences, Engineering or related area background	5	
	At least 3 years of demonstrated experience in IT project management in public or private sectors <i>(less than 3 years – 0 pts, 3 years - 10 pts, each additional year – 5 pts, up to additional 20 pts).</i>	25	
	At least 2 projects in conceptualization and managing development of enterprise-level ICT systems <i>(no experience – 0 pts, 2 projects - 10 pts, each additional project – 2.5 pts, up to additional 10 pts).</i>	20	
	Familiarity with software development lifecycle, enterprise architecture, cloud computing and Service Oriented Architecture (SOA) concepts <i>(no experience – 0 pts, 2 projects - 10 pts, each additional project – 2.5 pts, up to additional 10 pts).</i>	20	
	Language Qualifications: <i>good command of Romanian and English required – 5 pts each language</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 favor 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 pilot focal regions and improve the attractiveness of the pilot 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

The need for reforming the public services at local level is a natural one, acknowledged at local and central levels. The legislators impose to the central and local public authorities to improve the efficiency of services provided to the citizens and the procedures for issuing permissive acts, expressly establishing the general obligation to periodically examine the current regulation, control, and administration areas, as well as the

provisions within the latter. Thus, the Local Public Authority (LPA) must take actions to rationalize through cancelling or merging procedures or requirements that are not indispensable by establishing One Stop Shops (OSS) for the purpose of improving the efficiency of information flow required to provide some rights and impose obligations. It is inevitable that the local public administration that uses information technologies, new and innovative concepts, is more open and modern will become more efficient and capable to respond to the challenges of the time.

To resolve the main challenges, as well as modernize the LPA according to the best international practice, it is proposed to establish a One Stop Shop of LPA. Successful practices of local authorities have demonstrated that the service centralization after establishing the OSS, and the facilitation of access to information and services allow diminishing the time for servicing the clients by 50-70%.

OSS represents a recommended approach to provision of local public services, where the citizens and legal entities have the statute of consumers (clients). Thus, as consumer, the individuals and businesses expect from the LPA bodies to pay prompt and necessary attention to the process of settling requests, complaints, as well as to provision of necessary services. In the process of establishing the OSS, LPA acknowledges and realizes this concept of citizen friendly and good governance concepts.

The establishment of OSS aims to re-design, re-invent the service delivery, and follow a citizen-centric approach as part of the good governance processes at the local level. In terms of the specific objectives in line with the SMART and integrated regional development in the Cahul and Ungheni regions, the OSS will transform user experience and improve citizens' access to quality public services and utilities and create employment opportunities and improve the attractiveness for investors and entrepreneurs by implementing innovative practices and tools for service delivery offered in a single access point; strengthen transparency, accountability of local public authorities and citizen participation in local governance processes.

Under the Programme, the OSS will be institutionalized within the LPA responsible for providing quality information about the activity of LPAs/Cahul and Ungheni City Halls, and provision of administrative public services in a prompt manner, upon submission of a minimum set of documents both at the local and central levels. The OSS will be part of the SMART Urban Management System that will provide both municipalities with the digital infrastructure, hard and soft, necessary to facilitate smart economic specialization, participatory planning and monitoring with engagement of all stakeholders, more efficient provision of services like water and sanitation, waste management, public transport, public lightning, housing, educational and health services. Using together information, data and technology the Smart Urban Management System will allow local public authorities make best use of resources and infrastructure for the purpose of supplying services to citizens, facilitate participative democracy and stimulate economic development. In this System, by way of example, the OSS will be responsible for providing the following services:

- Inform about and manage procedures to obtain different documents (permits, authorizations, plans, certificates, copies of documents, notifications in commerce, real estate tax, etc.) issued by the LPA for citizens /businesses;
- Inform citizens about competencies and responsibilities of the mayor, local council, and administrative bodies of the town;

- Inform citizens on the decisions and other official acts adopted by the local council, mayor, and other municipal bodies;
- Inform beneficiaries on communal services provided by municipal enterprises, provide directions on service activation, tariffs, and usage pattern;
- Inform beneficiaries about the list, location and registration to kindergarten, school, etc.;
- Register complaints in regard to services provided by the municipal enterprises and the OSS;
- Inform on any other issue related to local government activity;
- Accept applications for and issue the range of permits, authorizations, plans, certificates, official copies of documents, etc. issued by the LPA, including coordinating the activities of the relevant public authorities in order to streamline and accelerate the issuance of such approvals; and accept complaints, proposals and requests for assistance within the LPA's sphere of authority.

Front-office functions in OSS, such as physical spaces, customer service, and citizen feedback, are as important as the decision whether to integrate the back-end functions. Modern and transparent front-offices for service delivery, complemented by a re-engineering of back-office and internal processes (document management, circulation of incoming and outgoing documents, etc.) in the municipal administration would enhance the public service transformation at the local level.

OSS, in its quality of LPA Front-Office, will be used for providing all the existing local administrative public services. Taking into account the fact that improving the efficiency of services is an on-going process, the services provided through OSS will be of different maturity level, while the mayor's office staff will strive to develop the services and bring them to the highest level considering:

1. Information – Publication and dissemination of information. All the service provision related information will be published on the Cahul and Ungheni official webpage and will be also made available through the guidelines issued and disseminated by OSS.
2. Interaction – The citizens will have the possibility to contact the authorities through the webpage or upload template application forms and documents. Interaction also means proactive citizen outreach, various feedback mechanisms, engaging citizens from receiving feedback to co-creating the OSS.
3. Transaction – The citizens will have the possibility to carry out full transactions in electronic form, the whole circuit of document, access to information, and coordination with other authorities involved being insured electronically and is transparent for the applicants.
4. Transformation – The LPAs transform the current operational process to provide more efficient, integrated, unified, and customized services. The integration of internal and external institutions and systems will insure full communication between the public authorities. In the case of OSS, a service is at the level of transformation when it is eliminated through exchange of information between the authorities.

C. SCOPE OF WORK

The EU4Moldova: focal regions Programme (hereinafter the Programme) is looking for a Contractor *to provide technical assistance and consultancy in setting up One Stop Shops for administrative services in Cahul and Ungheni municipalities* so that the LPAs become more efficient, more dynamic and closer to the needs of citizens and businesses.

The Contractor will consider and revisit LPA specifics and peculiarities, changing them as appropriate, in particular the differences in organizational structure, internal workflows and procedures, business culture. Thus, when homogenized public Government to Citizens (G2C) and Government to Business (G2B) services with the same legal base to have a transformational impact of different workflows, followed by a digital transformation. Other specific implementation issues relate to:

- Different organizational units and LPA employees in charge are responsible 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/limited municipal IT infrastructure, especially outside Ungheni and Cahul cities. Subsequently, low level of IT usage and integration of processes;
- Lack of sufficient qualified IT staff at municipal level to coordinate IT-related initiatives, ensure IT system integration with existing platforms for data exchange, hosting, etc;
- Insufficient resource allocations designed for maintenance of IT infrastructure, e-services, platforms;
- Lack of mechanisms for upgrading data platforms, etc.

One Stop Shops will fulfill its duties by accomplishing their goals, mission, and tasks in 3 (three) stages:

The activities under this stage are difficult to grasp as they are listed with no relations between them or the logical order of things that needs to happen.

The 1st Implementation Stage, part of the current assignment), which will involve identification, analysis and improvement of the business processes related to delivery of local services. Based on the previous analysis, including demand for services, design the structure and functions of OSS, staffing and competences. Following the two activities above, develop regulations for establishment of OSS, operating procedures for service delivery, job descriptions for front- and back-office staff. Prepare the technical specifications/ToRs for consolidation of IT infrastructure of the LPA and the information systems, including integration of existing platforms (data exchange, payments, e-signature etc.) to allow automation of service provision as much as possible.

The contribution to the design of the information system to roll-out a robust and flexible software system for OSS in LPA of Cahul and Ungheni will be based on the modern architecture and latest industry standards. Based on the input from the SMART City Conceptualization document (provided by the EU4Moldova: Focal regions Programme, if it is available by that time), the Contractor will ensure the design (including the input for the Technical Specifications) of the IT infrastructure backbone for the digital transformation of the two cities and focal-regions, to facilitate SMART, integrated, development, an action preceding the 2nd Stage, including the design of SMART systems (technical assistance to improve their infrastructure, hardware, software and processes) in minimum four local public services, local government functions (i.e. urban planning, administrative services, water and sanitation, energy, health, public transportation, administration of green spaces, public lighting, registration to pre-school and school, etc.) or applications to facilitate citizen's involvement.

The 2nd Stage which will include input and contribution to the procurement documentation provided into the 1st Implementation Stage of IT infrastructure backbone and SMART systems (software and hardware), required for OSS activity, staff training, piloting and starting full operation of OSS from operational and ICT points of view. Developing an integrated information system of the mayor's office to comprise equipment/hardware and software development services, and notification and alert system/application to be used by the citizens.

Based on the information solutions currently existing on the market and of those provided by Government through the E-Government Agency (eGA), the integrated information system of the mayor's office will be based on the Electronic Registry of Local Services (ERLS), the Automated Information System for the Management and Issuance of Permissive Documents (AIS MIPD), integration with platforms and e-services solutions developed so far. These systems will cover the whole circulation cycle of documents and information, starting with filing of requests for obtaining services, providing services, circulating the documents both within mayor's office, and by communicating and exchanging information with the de-concentrated services, and finishing with the archiving of documents. The ERLS and SIA GEAP will operate on the MCloud Platform provided by the eGA.

The 3rd Stage which will include activities related to the implementation, capacity building and training of the LPA staff, assistance and mentorship on the provision of digitized interaction services between the citizens and the city hall.

The most significant developments in the design and functioning of OSS are linked to technological advances, e-government, innovation, and new approaches such as design thinking. In anticipation of this necessity, the development of OSSs for local governments' service delivery has gained ground in various donor partners' programs. Since the establishment of the OSS in the two focal regions is also one of the major objectives of the EU4Moldova Programme, the development of OSS will be linked to technological advances, electronic governance, and digital transformation.

The OSS will consider the platforms built so far at the national/central public authority level and utilize back-end integration. This requires interconnected and interoperable public registries and databases, exchanged across agencies through data exchange. In close cooperation with the Agency for Public Services (APS) and Electronic Governance Agency (eGA), will make use of the extensive network and integrated data that they are building. Also, the intervention will be undertaken in cooperation with other UNDP initiatives – such as Moldovan Innovation Lab (Milab). The communication with the APS and eGA will be facilitated by the Programme Team, specifically SMART Development and Digital Transformation Officer and MiLab.

The actions and joint initiatives will support, as necessary, set up of modern and transparent front-offices for service delivery, complemented by a re-engineering of back office and internal processes (document management, circulation of incoming and outgoing documents, mails etc.) in the municipal administration. Technical assistance, capacity development, and funding will be provided for the above activities. Procurement of IT infrastructure backbone (hardware and software) for the digital transformation will be carried out under the EU4Moldova: focal regions Programme. The citizens and businesses of Cahul and Ungheni municipalities expect better quality of services through setting up OSS as they experience long delays in obtaining needed services, poor performance, etc.

A transparent and efficient OSS will reduce the time, the administrative burden and finally the risks of bribery and corruption both for individuals and businesses in the communities. It will also streamline and make more efficient the municipal administration. OSS becomes an important element oriented towards the promotion

of the quality management culture at the level of LPAs and municipal enterprises. For the ISO certification purposes it is required undertaking several steps/sub activities related to staff, main processes and activities of the LPAs (assessing the main corruption risks, documents management, diagnosis of all the processes, auditing etc.). Once the OSS is set up, the LPAs can align their processes and results to citizen needs when incorporated as a process within a quality management system.

According to the World Bank Group's annual Doing Business Report² the "Ease of Doing Business in Moldova" metric changed to 48 in 2019. The rank of Moldova, according to 11 indicator sets, deteriorated to 48 in 2019 from 47 in 2018, and 44 in 2018 and 2017 when it remained unchanged, slightly outperforming the average of the region (Europe & Central Asia). However, within this metric, Moldova scored lowest in "dealing with construction permits" - the average time for obtaining such documentation in Moldova is 156 days, requiring 21 procedures. The average in Europe and Central Asia was measured as 84 days and 16 procedures, demonstrating a large gap Moldova must overcome relative to its neighbors.

Neighbor countries made dealing with construction permits less time-consuming by improving the efficiency of its single window counter or by adopting one-stop shops. A modern and smart municipality such as Cahul and Ungheni will be granted access to state registries, data and national information systems through the available tools and platforms for LPAs when setting up OSS.

To support the regional development and improve administrative service provision, the technical assistance under the Programme and interventions to establish OSSs at the local level to consolidate administrative services, will be accompanied by sharing international best practices, ensuring training of LPAs and more.

OSS will provide immediate benefits to the LPAs such as: elimination of queues, digitalization of the document flow, standardization of service delivery, re-engineering of internal processes, decrease number of visits required by the citizens, increased citizen satisfaction. By creating of clear regulations both for citizens (asking for administrative services) and public servants (offering admin services) time for delivery of service will be reduced. At the same time local authorities will be assisted to manage the services they provide in a manner that is responsive to the public's demands, using modern tools as performance management frameworks, benchmarking, etc.

The Contractor will provide the services and deliverables to support the Cahul and Ungheni EU4Moldova: focal regions Programme partner municipalities in developing functional OSSs that will enhance transparency and contribute to the improvement of relations between beneficiaries of the service and service providers.

The implementation of OSS will ensure accessibility, transparency, and efficiency in providing public services by the LPAs and will minimize the effort of citizens by simplifying administrative procedures. The main purpose of OSS is to improve the user experience at the Local Public Authority (LPAs) level by implementing innovative practices and tools for service delivery offered in a single access point or under one roof.

The implementation of OSS initiative imposes the need of professional and extensive change management, which is critical for the project success. The Contractor's 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. The Contractor will be required to demonstrate exemplary leadership, support and collaboration.

² The Doing Business project is a World Bank Group publication that "... provides objective measures of business regulations and their enforcement across 190 economies and selected cities at the subnational and regional level." <http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Profiles/Country/MDA.pdf>

To undertake the current exercise Contractor shall consider all efforts undertaken so far by the donor community (i.e. Local Government Support Project in Moldova³, My Community Programme (USAID), Moldova Governance e-Transformation Project, Modernization of Government Services in Republic of Moldova (WB), UNDP, UN Women initiatives) and provisions of national development strategies in areas such as ICT, decentralization, and population's welfare improvement, etc.

The Contractor and municipalities shall collaborate with active programmes or initiatives relevant to a successful completion of the assignment. Once implemented, the OSS into the focal regions may be replicated throughout the territory of the Republic of Moldova, thus contributing to improving the investment climate of the regions and Republic of Moldova in general, the degree of population's satisfaction with the LPA and CPA activity, the indicators from the World Bank Doing Business reports, etc.

D. KEY TASKS AND ACTIVITIES

1. Baseline analysis. Identification, analysis and improvement of the business processes related to delivery of local administrative services by the LPAs and 3rd parties to render services in OSS (social services, NGOs), interaction with the de-concentrated services, service quality, service accessibility.
2. Identification of the main challenges, problems and administrative barriers that impact the quality of the services LPAs provide.
3. Submittal of a set of recommendations to improve provision of administrative services, including legislative amendments,
4. Development of detailed action plans (in close collaboration and consultation with local stakeholders, de-concentrated services) for OSS implementation. Submittal of the modifications to the administrative services provided.
5. Organization of workshops in each town hall/municipality with participation of LPA staff and de-concentrated services to discuss proposed optimizations solutions. All logistical support and costs related to inviting participants and organization of seminar will be covered by EU4Moldova: focal regions Programme.
6. Revitalization and/or development (where applicable) of the services passports (after optimization of services and reengineering). Based on the feedback and comments from LPAs, finalize and submit the passports model and schemes for the current situation (up to 10-15 administrative services will be covered). The format, size and structure of passports and schemes will be considering the ones developed previously in the regions.
7. Development of Information Guides for citizens for each service provided. Guides will be short documents, around one page long and will be developed based on service passports developed under the tasks above. The possibility of digitization is to be analyzed.
8. Develop operating procedures for service delivery. Revision and contribution to the Development of Customized Operational Manuals/regulations, etc., part of the Operations Manual. The format and structure of the Manual will duly consider documents already available. The effort presented in this

³ Concept of Citizen Information and Service Center of the LPA
http://descentralizare.gov.md/public/files/CIPS_Concept_paper_final_eng.pdf

task includes the separate documents which will be attached to the manual. Standard Cost Model calculations will not be carried out for partner towns' services under this assignment. Therefore, the manual will include only recommendations of how to apply SCM.

- Assist each municipality to develop regulations for administrative services (chosen by town hall and accepted by the Programme) to serve as examples for development of regulations for other services. The assistance will include guidance on the structure, content, and approach in drafting regulations and, after the LPAs develop the first draft, revising and proposing improvements to the drafts.
- Development of Information Guides for each service. The guides will be included as annexes to the Operational Manual. Additionally, service passports and schemes, developed under the tasks above, will be attached to the Operational Manual.
- Development of detailed regulation for OSS establishment and OSS activity for 2 town halls. The regulation will be included as an annex to the manual.
- Development of detailed job descriptions for OSS for front- and back-office staff and amendments to existing job description of other relevant employees (involved in the back office). We assume that other relevant employees have job descriptions or, in case they are missing, we expect that town halls will develop them and present to the Contractor to add the relevant responsibilities related to OSS.
- Develop models of collaboration contracts between town hall and representatives of central public authorities in the region. The Contractor will develop model contracts, standardized for all town halls. Town halls will be responsible for negotiating and amending these contracts with representatives of central public authorities in the region.
- Prepare the technical specifications/ToRs for consolidation of IT infrastructure of the LPA and the information systems, including integration of existing platforms (data exchange, payments, e-signature etc.) to allow automation of service provision as much as possible. Develop the list of necessary hardware and software for establishment and proper functioning of OSS in each town hall. Procurement itself will be undertaken by the EU4Moldova: focal regions Programme.
- The implementation activities for the IT infrastructure will include detailed requirements analysis, system design, development, customization, and quality assurance, deployment in data center and local infrastructure and rollout in the facilities. The additional project activities should comprise professional project management, change management, legal analysis, business process analysis and engineering, centralized and on-site user training, extensive go live support, maintenance support and warranty services, also be accompanied by active communication campaigns at local level.
- The OSS Information System shall be open and ready for enhanced interoperability with numerous IT systems, which include but not limited to national systems and registers accessed through Governmental platforms and payment gateway, public key infrastructure, etc.
- Develop a list of necessary resources (financial, human, and administrative) for proper functioning of OSS. Ensuring testing (processes perception and understanding of the front- and back-office staff) at different stages of the assignment.

Official Presentation of Operational Manual in each partner locality. This task includes the visit to each town hall. All logistical and organizational effort will be provided by EU4Moldova: focal regions Programme.

9. Development and delivery of capacity building programs which will include preparation of seminar materials and delivery of the seminar on the following topics:

- Process mapping and reengineering
- Development of public services passports and guides
- Customer orientation
- Accessing e-services of central public authorities
- Using of electronic and online payments for services rendered
- Notification of expiry of certificates, permissive documents

Detailing of the 5 training modules:

Module 1. Tools, data management and storage (A. development/adaptation of forms, certificates, guidelines, B. Data collection, processing, and storage)

Module 2. Communication (A. customer communication, peculiarities of phone counselling and online communications. Good practices; B. organizational communication – vertical and horizontal; C. Queue Management System)

Module 3. Ergonomics (physical, cognitive, and organizational)

Module 4. Services improvement and promotion (statistics, customers' feedback collection, promo materials, assessment)

Module 5. Quality standards and performance evaluation (ethics; performance indicators, performance appraisal).

10. Assist/mentor LPA staff during the testing period. This effort will include visits and remote assistance to each town hall related to operations of OSS. Town halls will have to use the assistance/ mentoring effort within the timeframe of this task, according to a schedule accepted by town halls and the Programme prior to this task.

E. KEY DELIVERABLES AND INDICATIVE TIMEFRAME

The Contractor shall deliver to EU4Moldova: focal regions Programme the following deliverables, in accordance with the schedule set forth in Section below.

Deliverables	Expected Period
<u>Deliverable 1:</u> Baseline Analysis, including the main administrative barriers and set of recommendations (Task 1-3). The deliverable to be will be developed in Romanian.	<i>November 10, 2020</i>
<u>Deliverable 2:</u> Detailed Action Plans for services improvements based on the input collected during the workshops in each town hall (Task 4 -5) The deliverable to be will be developed in Romanian.	<i>December 1, 2020</i>
<u>Deliverable 3:</u> New service passports (catalogue of services) (Task 6) The passports and schemes for Cahul and Ungheni will be revitalized and/or developed in Romanian.	<i>December 20, 2020</i>

<p><u>Deliverable 4:</u> Information Guides for citizens (Task 7)</p> <p>The Information Guides for citizens' for Cahul and Ungheni will be developed in Romanian.</p>	<p><i>January 20, 2021</i></p>
<p><u>Deliverable 5:</u> Developed operating procedures for service delivery. Revised and customized Operational Manual for selected partner municipalities and technical specifications/ToRs for consolidation of IT infrastructure of the LPA and the information systems/IT infrastructure backbone (at least 4 services considered as quick wins with a high impact on citizens and businesses) for the digital transformation of the two cities and focal regions (Task 8).</p> <p>Revision and contribution to the Development of Customized Operational Manuals/regulations, etc., part of the Operations Manual. The format and structure of the Manual will refer and duly consider other documents already available. The effort presented in this task includes the separate documents which will be attached to the manual. Standard Cost Model calculations will not be carried out for partner towns' services under this assignment. Therefore, the manual will include only recommendations of how to apply SCM.</p> <p>The Contractor, shall deliver a customized operational manual that will include (but not limited to):</p> <ul style="list-style-type: none"> • Detailed graphical and textual description that will describe procedures for every service provided (service passport) • Information Guides for each service provided • Detailed regulation of Town Hall activity (considering newly adopted procedures) • Detailed job descriptions for every town hall staff (updated considering functioning of OSS) • Models of collaboration contracts for access to and exchange of information with institutions and enterprises collecting and managing the information required for performing its duties • Detailed and explanatory list of necessary hardware and software, and • Necessary resources (financial, human, administrative, etc.). <p>The Operational Manuals for Cahul and Ungheni will be developed in Romanian.</p>	<p><i>February 20, 2021</i></p>
<p><u>Deliverable 6:</u> Capacity building Trainings. Detailing of the 5 training modules (Task 9)</p> <ul style="list-style-type: none"> • Module 1. Tools, data management and storage (A. development/adaptation of forms, certificates, guidelines, B. Data collection, processing, and storage) • Module 2. Communication (A. customer communication, peculiarities of phone counselling and online communications. Good practices; B. organizational communication – vertical and horizontal; C. Queue Management System) • Module 3. Ergonomics (physical, cognitive, and organizational) • Module 4. Services improvement and promotion (statistics, customers' feedback collection, promo materials, assessment) • Module 5. Quality standards and performance evaluation (ethics; performance indicators, performance appraisal) 	<p><i>March 20, 2021</i></p>
<p><u>Deliverable 7:</u> Submission of monthly progress reports</p>	<p><i>Monthly basis</i></p>

<ul style="list-style-type: none"> - The Contractor shall submit progress reports once a month in Romanian and English prior to the 20th of each month) that summarize the carried-out activities and obtained results during the covered reporting period. 	
<p><u>Deliverable 8:</u> Final report on OSS implementation (Task 10)</p> <p>The Contractor, shall submit a final report in Romanian and English, 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. The final report will include the revised and customized operational manuals and annexes with other deliverables produced under this assignment.</p>	<p><i>April 15, 2021</i></p>

All deliverables should be endorsed by the EU4Moldova: focal regions Programme Team and be provided in Romanian and English (as indicated above), both in hard and 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 and supervision of the EU4Moldova: focal regions Project team. The EU4Moldova: focal regions Programme will provide all available relative documentation, facilitate first contacts, access to the site and communication with stakeholders while **Contractor will be responsible for arranging all necessary transportation 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 Contractor.** EU4Moldova: focal regions Programme will be also providing logistical and organizational support.

G. DURATION OF WORK

- The estimated duration of works is maximum 7 months. The expected time of commencement of contract is October 2020 - April 2021;
- 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 bellow:

Experience of the Contractor in:

- Be a legally registered entity;
- Have at least 5 years' experience in the area of public and business support services;
- Have in its portfolio 3 projects related to re-engineering and/or design of public services, at the local and/or central level, implemented within the past 5 years;

- Experience of working with local governments in the South-Eastern Europe and/or Moldova will be considered a strong advantage;
- Experience in setting-up of One Stop Shops is a strong advantage;
- Work for UNDP/UN Agencies/projects/EU funded projects is a strong advantage (*evidence must be provided in the Technical Proposal*).

The proposed team of professionals who will assist in setting up the OSS must have the following professional skills:

TEAM Leader:

- Economic, Management, Business Administration, Legal, IT/Computer Science, or Engineering background;
- Possession of PMP, Prince 2 Practitioner or alternative internationally recognized certificate with validity and certification process through testing centers (*evidence must be provided in the Technical Proposal*);
- Minimum of 5 years of experience in managing projects related to re-engineering and/or design of public services, at the local and/or central level;
- Experience in setting-up of One Stop Shops and/or IT projects up to successful completion will constitute an advantage;
- Experience working with donor-funded organizations (i.e. UN Agencies, EU Delegation, WB, USAID, etc.) will constitute an advantage;
- Excellent written and spoken Romanian, English and Russian skills.

Implementation Team Specialist for Ungheni focal region:

- Economic, Business, Public Administration, IT/Computer Science, or Engineering background;
- Minimum of 3 years of experience in managing projects related to re-engineering and/or design of public services, at the local and/or central level;
- Experience in setting-up of One Stop Shops and/or IT projects up to successful completion will constitute an advantage;
- Minimum 2 years of coordination experience in projects related to local governance and local development;
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

Implementation Team Specialist for Cahul focal region:

- Economic, Business, Public Administration, IT/Computer Science, or Engineering background;
- Minimum of 3 years of experience in managing projects related to re-engineering and/or design of public services, at the local and/or central level;
- Experience in setting-up of One Stop Shops and/or IT projects up to successful completion will constitute an advantage;
- Minimum 2 years of coordination experience in projects related to local governance and local development;
- Good command of written and spoken Romanian skills. English and/or Russian an asset.

Local Governance Specialist:

- Public administration, law, economics, political sciences, social sciences, or related area background;
- Working experience in at least 3 projects in the area of public services improvements and/or consultancy in political, administrative and institutional set-up at the local level (local governance and local development);
- Expertise in local planning and policy design, public consultations, local financial management, local infrastructure projects and/or drafting public documents, strategies and trends related to local governance in Moldova;
- Demonstrated experience in partnering with civil society organizations;
- Good command of written and spoken Romanian and Russian skills.

Legal Specialist:

- Law, public administration or related area background.
- At least 5 years of working experience in the legal area provided to local public authorities, including implementation of projects for improvement of public services;
- Experience in drafting legal instruments/documents and/or in putting authorities' decisions into a language of law (decisions, regulations, legal frameworks, acts, etc.);
- Experience working with Moldovan Government at the central and/or local level, including legislation and legal regulations on government operations (constitution, government law, civil service act, public procedural law, e-governance);
- Experience in conducting multi-party stakeholder consultations with LPAs, policymakers, government officials, ministries, other high ranking national and regional government official would be an asset;
- Good command of written and spoken Romanian and Russian skills.

Reengineering and digitization specialist in public services:

- Economics, IT/Computer Sciences, Engineering, or related area background;
- At least 3 years of demonstrated experience in IT project management in public or private sectors;
- At least 2 projects in conceptualization and managing development of enterprise-level ICT systems;
- Familiarity with software development lifecycle, enterprise architecture, cloud computing and Service Oriented Architecture (SOA) concepts;
- Excellent communication skills, written and spoken Romanian and English.

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

The Contractor 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.

In consideration of time limitations, the geographic extent of the assignment and the peculiarities of each required work package, the Bidder 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 Bidder will be awarded.

The Contractor shall take all reasonable measures necessary to ensure that the personnel deployed under this TOR 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 Bidder expense.

The detailed vision on the project implementation, project team, roles and responsibilities, and core project management disciplines shall be presented by Bidder in their Technical Proposal. Project Charter will be further presented by the assigned Contractor and shall be formally accepted by the LPAs 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:	RFP20/02103		

We, the undersigned, offer to provide the services for EU4MD/**Technical assistance in setting up One Stop Shops (OSS) for administrative services in Cahul and Ungheni municipalities** in accordance with your **Request for Proposal No. 20/02103** 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 Company, if any

- Financial Statement (Income Statement and Balance Sheet) for the past 2 years
- Statement of Satisfactory Performance from the Top three (3) Clients to whom similar services in managing projects related to re-engineering and/or design of public services, at the local and/or central level have been provided
- A copy of preliminary Agreement in case of Consortium or sub-contracting
- Implementation Plan (sequence of actions) for the services required in the ToR
- List of contracts undertaken within the last 5 years
- CVs (shall be signed by the envisaged person), and training attendance certificates (if applicable), 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.

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Company]]	Date:	Select date
RFP reference:	RFP20/02103		

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:	RFP20/02103		

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 10 years.

List only those assignments for which the Company 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 two (2) 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:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- b) 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:	RFP20/02103		

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 dully 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:	RFP20/02103		

We, the undersigned, offer to provide the services for the **Technical assistance and consultancy to assist in setting up One Stop Shops (OSS) for administrative services at the municipal level** in accordance with your **Request for Proposal No. ../.....** 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:	RFP20/02103		

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 <i>[list them as referred to in the TOR]</i>	Percentage of Total Price	Price (Lump Sum, All Inclusive)
1	<u>Deliverable 1:</u> Baseline Analysis, including the main administrative barriers and set of recommendations (Task 1-3).		
2	<u>Deliverable 2:</u> Detailed Action Plans for services improvements based on the input collected during the workshops in each town hall (Task 4 -5)		
3	<u>Deliverable 3:</u> New service passports (catalogue of services) (Task 6)		
4	<u>Deliverable 4:</u> Information Guides for citizens (Task 7)		
5	<u>Deliverable 5:</u> Developed operating procedures for service delivery. Revised and customized Operational Manual for selected partner municipalities and technical specifications/ToRs for consolidation of IT infrastructure of the LPA and the information systems/IT infrastructure backbone (at least 4 services considered as quick wins with a high impact on citizens and businesses) for the digital transformation of the two cities and focal regions (Task 8).		
6	<u>Deliverable 6:</u> Capacity building Trainings. Detailing of the 5 training modules (Task 9)		

7	<u>Deliverable 7:</u> Submission of monthly progress reports		
8	<u>Deliverable 8:</u> Final report on OSS implementation (Task 10)		
	Total	100%	USD

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. Team Leader	Working days			
2. Implementation Team Specialist for Ungheni focal region	Working days			
3. Implementation Team Specialists for Cahul focal region	Working days			
4. Local Governance Specialist	Working days			
5. Legal Specialist	Working days			
6. Reengineering and digitization specialist in public services	Working days			
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				