

United Nations Development Programme



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REQUEST FOR PROPOSAL

EU4MD/ Implementation of the Quality Management System and the Anti-Bribery Management System in accordance with ISO standards in the Local Governments of Ungheni and Cahul Municipalities

RFP No.: 21/02339

Project: **EU4Moldova: Focal regions**

Country: **Moldova, Republic of**

Issued on: 10 August 2021

Contents

SECTION 1. LETTER OF INVITATION	4
SECTION 2. INSTRUCTION TO BIDDERS	5
A. GENERAL PROVISIONS	5
1. Introduction	5
2. Fraud & Corruption, Gifts and Hospitality	5
3. Eligibility	5
4. Conflict of Interests	6
B. PREPARATION OF PROPOSALS	6
5. General Considerations	6
6. Cost of Preparation of Proposal	6
7. Language	6
8. Documents Comprising the Proposal	6
9. Documents Establishing the Eligibility and Qualifications of the Bidder	7
10. Technical Proposal Format and Content	7
11. Financial Proposals	7
12. Proposal Security	7
13. Currencies	8
14. Joint Venture, Consortium or Association	8
15. Only One Proposal	9
16. Proposal Validity Period	9
17. Extension of Proposal Validity Period	9
18. Clarification of Proposal	9
19. Amendment of Proposals	9
20. Alternative Proposals	10
21. Pre-Bid Conference	10
C. SUBMISSION AND OPENING OF PROPOSALS	10
22. Submission	10
23. Deadline for Submission of Proposals and Late Proposals	11
24. Withdrawal, Substitution, and Modification of Proposals	11
25. Proposal Opening	12
D. EVALUATION OF PROPOSALS	12
26. Confidentiality	12
27. Evaluation of Proposals	12
28. Preliminary Examination	12
29. Evaluation of Eligibility and Qualification	12
30. Evaluation of Technical and Financial Proposals	13
31. Due Diligence	13
32. Clarification of Proposals	14
33. Responsiveness of Proposal	14
34. Nonconformities, Reparable Errors and Omissions	14
E. AWARD OF CONTRACT	15
35. Right to Accept, Reject, Any or All Proposals	15
36. Award Criteria	15
37. Debriefing	15
38. Right to Vary Requirements at the Time of Award	15
39. Contract Signature	15
40. Contract Type and General Terms and Conditions	15
41. Performance Security	15
42. Bank Guarantee for Advanced Payment	15
43. Liquidated Damages	16
44. Payment Provisions	16
45. Vendor Protest	16
46. Other Provisions	16
SECTION 3. BID DATA SHEET	17
SECTION 4. EVALUATION CRITERIA	20
SECTION 5. TERMS OF REFERENCE	27
SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST	27

FORM A: TECHNICAL PROPOSAL SUBMISSION FORM	46
FORM B: BIDDER INFORMATION FORM	47
FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM.....	49
FORM D: QUALIFICATION FORM	50
FORM E: FORMAT OF TECHNICAL PROPOSAL	52
FORM F: FINANCIAL PROPOSAL SUBMISSION FORM.....	54
FORM G: FINANCIAL PROPOSAL FORM	55

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 10, 2021**

Approved by:



Name: Corina OPREA
Title: Operations Manager
Date: **August 10, 2021**

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Section 2. Instruction to Bidders

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

<p>4. Conflict of Interests</p>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<p>B. PREPARATION OF PROPOSALS</p>	
<p>5. General Considerations</p>	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
<p>6. Cost of Preparation of Proposal</p>	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
<p>7. Language</p>	<p>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.</p>
<p>8. Documents</p>	<p>8.1 The Proposal shall comprise of the following documents:</p>

<p>Comprising the Proposal</p>	<p>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.</p>
<p>9. Documents Establishing the Eligibility and Qualifications of the Bidder</p>	<p>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.</p>
<p>10. Technical Proposal Format and Content</p>	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>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.</p> <p>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</p> <p>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.</p>
<p>11. Financial Proposals</p>	<p>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.</p> <p>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.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<p>12. Proposal Security</p>	<p>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> <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> <p>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</p>

	<p>b) In the event that the successful Bidder fails:</p> <p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<p>13. Currencies</p>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>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</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
<p>14. Joint Venture, Consortium or Association</p>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not</p>

	be available within one firm.
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> <ol style="list-style-type: none"> they have at least one controlling partner, director or shareholder in common; or any one of them receive or have received any direct or indirect subsidy from the other/s; or they have the same legal representative for purposes of this RFP; or 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; 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 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	<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</p>

Proposals	<p>RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21. Pre-Bid Conference	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>
C. SUBMISSION AND OPENING OF PROPOSALS	
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> <ol 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: <ol style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS

<p>Email Submission</p> <p>eTendering submission</p>	<p>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. 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> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <p>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</p> <p>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.</p> <p>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.</p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <p>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</p> <p>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</p> <p>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</p> <p>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/</p>
<p>23. Deadline for Submission of Proposals and Late Proposals</p>	<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>
<p>24. Withdrawal, Substitution, and Modification of Proposals</p>	<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,</p>

	<p>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> <ol 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> <ol 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

	<p>resources to perform the contract and all existing commercial commitments,</p> <ul style="list-style-type: none"> 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; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
<p>30. Evaluation of Technical and Financial Proposals</p>	<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: 5px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;">TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;">FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;">Combined Score = (TP Rating) x (Weight of TP, e.g. 60%) + (FP Rating) x (Weight of FP, e.g., 40%)</p> </div>
<p>31. Due Diligence</p>	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information

	<p>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.
<p>32. Clarification of Proposals</p>	<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>
<p>33. Responsiveness of Proposal</p>	<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>
<p>34. Nonconformities, Reparable Errors and Omissions</p>	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected;

	<p>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 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	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP

	DOCUMENT LIBRARY/Public/PSU Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43. Liquidated Damages	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44. Payment Provisions	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.
45. Vendor Protest	45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html
46. Other Provisions	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. 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. 46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer

Section 3. Bid Data Sheet

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

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	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. 5% 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 Persons in UNDP: Liliana CATEROV at liliana.caterov@undp.org Victoria JOSAN at victoria.josan@undp.org Address: #104, Sciusev Street, Chisinau. MD 2012

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP	Posted directly to eTendering
14	23	Deadline for Submission	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 Insert BU Code MDA10 and Event ID number 000010053
16	22	Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Your offer, comprising of Technical and Financial Proposals, shall be submitted in separate files, while the financial proposal shall be password protected. Please, ensure that no other documents are disclosing your financial proposal apart from Forms F and G which are password protected. ▪ Password for financial proposal must not be disclosed unless required in written by UNDP. ▪ DO NOT DISCLOSE YOUR PRICE IN THE E-TENDERING LINE ITEM. YOU MUST PUT PRICE AS 1\$ IN THE SYSTEM AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED IN INSTRUCTIONS.
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 20, 2021
19		Maximum expected duration of contract	14 months

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Contract for Goods and Services for UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for contracts (goods and/or services) http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	

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Section 4. Evaluation Criteria

Preliminary Examination Criteria

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

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

Minimum Eligibility and Qualification Criteria

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

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

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Certificates	Certificates that confirm accreditation for certifications based on the ISO 9001:2015 Quality Management System and ISO 37001:2016 Anti-bribery Management System standards, by an internationally recognized accreditation body according to the EU Regulation no. 765/2008, member of the EA/MLA mutual recognition agreements.	Attach required documents to Form B of Section 6

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.

Previous Experience	Minimum five (5) years of professional experience in the area of audit and/or certification of quality management systems according to the international standards from ISO group. <i>(For JV/Consortium/Association, Lead Partner should meet requirement).</i>	Form D: Qualification Form
	Have in its portfolio at least 3 public authorities/institutions certified according to the international standards from ISO group.	Form D: Qualification Form
Minimum Qualification Requirements	The minimum personnel mandatory for the implementation of the contract: <ul style="list-style-type: none"> • 1 (one) TEAM Leader • 2 (two) Lead Auditors • 2 (two) Auditors • 1 Legal specialist • 1 Capacity building specialist. <i>The Lead Auditors and Auditors must be Certified and qualified for the above-mentioned management systems ISO standards.</i> <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Attach required documents to Form E of Section 6
Financial Standing	Minimum average annual turnover of USD 100,000 for the last 2 years. <i>(For JV/Consortium/Association, 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, all Parties cumulatively 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	250
2.	Proposed Methodology, Approach and Implementation Plan	250
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	40
1.2	General Organizational Capability which is likely to affect implementation: <ul style="list-style-type: none"> • Age of the firm - <5 years – 0 pts, 5 years – 10 pts, >5 years – 5 pts for each additional year up to maximum 40 points • project management controls (organigram) - up to 10 points • project sustainability – have a local legal subsidiary or contractual partner/member of consortium - 10 points 	60
1.3	Relevance of: <ul style="list-style-type: none"> – Minimum five (5) years of professional experience in the area of audit and/or certification of quality management systems according to the international standards from ISO group (<5 years – 0 pts, 5 years - 20 pts, >5 years – 10 pts for each additional year up to max. 50 pts) – At least 3 (three) public authorities/institutions certified according to the international standards from ISO group, following the consulting services provided by the Contractor (<3 public authorities/institutions – 0 pts, 3 public authorities/institutions - 20 pts, >3 public authorities/institutions – 10 pts for each additional institution up to max. 50 pts) – Experience in providing similar to this assignment services (audit and implementation of the quality management systems for public authorities according to the international standards from ISO group) in Central and East-European Region, inclusive Republic of Moldova (no experience - 0 pts, at least 1 project – 20 pts). – Experience in conceptualizing, organizing and conducting accredited tailor made trainings and courses in the ISO management systems domains (if no- 0 pts, each accredited domain – 5 pts up to max. 20 pts). Detailed description of accredited training domains and previously conducted trainings must be described in the Company Profile indicating year, no. of participants, other details as may be relevant. – Working experience with UNDP/UN Agencies/donor funded/EU projects will be considered a strong advantage (no experience - 0 pts, yes – 10 pts). 	150
Total Section 1		250

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	<p>Does Methodology and Approach meet the ToR requirements?</p> <ul style="list-style-type: none"> <i>full understanding of the assignment. The proposed approach and methodology fully demonstrate responsiveness to the ToR – 31 to 50 pts</i> <i>satisfactory understanding of the assignment. The proposed approach and methodology correspond to the TOR but require some adjustments to properly address all the tasks – 11 to 30 pts</i> <i>limited understanding of the assignment. The proposed approach and methodology don't correspond to the TOR and require major adjustments to properly address the tasks – 0 to 10 pts</i> 	50
2.2	<p>Does the Methodology describe all the actions and their consequence into sufficient details, are they logical?</p> <ul style="list-style-type: none"> <i>detailed and logical description - 31 to 50 pts;</i> <i>limited description which requires improvements – 11 to 30 pts,</i> <i>no description or somehow touched upon – 0 to 10 pts</i> 	50
2.3	<p>Does the Methodology describe the expected results and are they realistic?</p> <ul style="list-style-type: none"> <i>results are detailed, clear, for each task, are realistic and promise effective implementation of the assignment - 31 to 50 pts;</i> <i>limited description of the results, not for each task and requires improvements – 11 to 30 pts,</i> <i>no description of expected results or somehow touched upon – 0 to 10 pts</i> 	50
2.4	<p>Does the proposed Methodology demonstrate knowledge and understanding of the local public administration system from the Republic of Moldova' specific environment and its challenges?</p> <ul style="list-style-type: none"> <i>full understanding and deep knowledge. The LPA system from Moldova' specific environment and challenges are well described and addressed into sufficient details – 31 to 50 pts</i> <i>the understanding and knowledge of the LPA system from Moldova is satisfactorily addressed. The specific environment and challenges are somehow addressed without providing many details – 11 to 30 pts</i> <i>the understanding and knowledge of LPA system from Moldova is not addressed at all or only touched upon. The specific environment and challenges not addressed at all or only touched upon – 0 pts to 10 pts</i> 	50
2.5	<p>Does the proposal contain performance monitoring and evaluation mechanisms and tools?</p> <ul style="list-style-type: none"> <i>the performance monitoring and evaluation mechanisms are appropriate to the task, logical and correspond with the proposed methodology – 14 to 20 pts</i> <i>the performance monitoring and evaluation mechanisms are inconsistent and require some adjustments to properly address all the tasks – 6 to 13 pts</i> <i>the performance monitoring and evaluation mechanisms are weak – 0 to 5 pts</i> 	20
2.6	<p>Does the proposal contain a qualitative risk assessment and appropriate mitigation measures?</p> <ul style="list-style-type: none"> <i>the risk assessment and proposed mitigation measures are appropriate to the task, logical and correspond with the proposed methodology and local environment – 14 to 20 pts</i> 	20

	<ul style="list-style-type: none"> • <i>the risk assessment and proposed mitigation measures are inconsistent and require some adjustments to properly address all the tasks – 6 to 13 pts</i> • <i>the risk assessment and proposed mitigation measures are weak and not connected to the local environment – 0 to 5 pts</i> 	
2.7	<p>Does the proposal demonstrate good and logical distribution of roles in the team, including distribution per person-days' involvement?</p> <ul style="list-style-type: none"> • <i>extensive and logical distribution - 5 to 10 pts</i> • <i>to some extent - 1 to 4 pts,</i> • <i>Limited or lack of any such details - 0 pts.</i> 	10
Total Section 2		250

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	1 (one) TEAM Leader (can be cumulated with other positions)	
	Master's degree (or equivalent) in Management, Finance, Accounting, Law or other relevant fields (<i>whichever 15 pts</i>). PhD is a strong advantage (<i>20 pts</i>).	20
	Minimum of 5 years of experience in managing projects/contracts related to the implementation of the ISO standards in private and/or public organizations (<i><5 – 0 pts, 5 years - 20 pts, >5 years – 5 pts each additional year up to max. 30 pts</i>)	30
	At least 3 (three) assignments of implementation and/ or certification of the Quality Management System or other management systems in accordance with ISO standards in public organizations (<i><3 projects – 0 pts, 3 projects/contracts - 20 pts, >3 projects/contracts– 5 pts each additional projects/contract up to max. 30 pts</i>)	30
	Experience working with UN Agencies/EU funded projects or other donors funded projects (<i>no experience – 0 pts, Yes - 10 pts</i>)	10
	Language Qualifications: proficiency in English required (<i>6 pts</i>); command of Romanian and/or Russian will be an advantage (<i>2 pts each language</i>)	10
3.2	2 (two) Lead Auditors (average score is introduced for both candidates)	
	University degree or equivalent in Accounting, Finance, Management, and other connected fields; (<i>whichever 10 pts</i>). Master's degree is an advantage (<i>15 pts</i>).	15
	Professional Certifications/Qualifications (on Quality Management System ISO 9001:2015 and/or other relevant ISO management systems) (<i>no certifications – 0 pts, Yes - 15 pts</i>). At least 1 of 2 Lead Auditors must hold Professional Certification in Anti-bribery Management System ISO 37001:2016 (<i>no certifications – 0 pts, Yes - 30 pts</i>)	45
	At least 5 years of extensive experience in conducting audits, drafting reports, implementation of ISO standards in private and/or public organizations (<i><5 – 0 pts, 5 years - 15 pts, >5 years – 5 pts each additional year up to max. 25 pts</i>)	25
		100
		130

Section 3. Management Structure and Key Personnel			Points obtainable
	At least 3 confirmed examples of provision of ISO implementation services on ISO 9001:2015 or ISO 37001:2016 and/or other ISO management systems. List of projects shall be included in the CV (<3 projects – 0 pts, 3 projects - 15 pts, >3 projects – 5 pts each additional project, up to max. 25 pts)	25	
	Working experience with UN Agencies/EU funded projects or other donors funded projects (no experience – 0 pts, Yes - 10 pts)	10	
	Language Qualifications: proficiency in English required (6 pts); command of Romanian and/or Russian will be an advantage (2 pts each language)	10	
3.3	2 (two) Auditors (average score is introduced for both candidates)		
	University degree or equivalent in Accounting, Finance, Management, Law and other connected fields; (whichever 10 pts). Master's degree is an advantage (15 pts).	15	
	Professional Certifications/Qualifications (on Quality Management System ISO 9001:2015 and/or other ISO management systems) (no certifications – 0 pts, Yes - 15 pts)	15	
	At least 5 years of extensive experience in conducting audits, drafting reports, implementation of ISO standards in private and/or public organizations (<5 – 0 pts, 5 years - 15 pts, >5 years – 5 pts each additional year up to max. 25 pts)	25	90
	At least 3 confirmed examples of provision of ISO implementation services on ISO 9001:2015 or ISO 37001:2016 and/or other ISO management systems standards. List of projects shall be included in the CV (<3 projects – 0 pts, 3 projects - 15 pts, >3 projects – 5 pts each additional project, up to max. 25 pts)	25	
	Language Qualifications: proficiency in English required (6 pts); command of Romanian and/or Russian will be an advantage (2 pts each language)	10	
3.4	1 (one) Legal specialist		
	University degree or equivalent in Law, Management, Political Science, or other related fields; (whichever 10 pts). Master's degree is an advantage (15 pts).	15	
	At least, 5 years of experience in the provision of similar services (audits, drafting reports, elaborating internal regulatory documents, implementation of ISO 9001:2015 and/or ISO 37001:2016 and/or other ISO management systems standards) (<5 – 0 pts, 5 years - 15 pts, >5 years – 5 pts each additional year up to max. 25 pts)	25	90
	At least 3 confirmed implemented projects related to implementation of ISO 9001:2015 and/or ISO 37001:2016 and/or other ISO management systems standards in private and/or public organizations. List of projects shall be included in the CV (<3 projects – 0 pts, 3 projects – 15 pts, >3 projects – 5 pts each additional project, up to max. 25 pts)	25	

Section 3. Management Structure and Key Personnel			Points obtainable
	Working experience in/with the Governmental institutions and/ or local public authorities in Central and East-European Region, inclusive Republic of Moldova (<i>no experience – 0 pts, Yes - 15 pts</i>)	15	
	Language Qualifications: proficiency in English required (<i>6 pts</i>); command of Romanian and/or Russian will be an advantage (<i>2 pts each language</i>)	10	
3.5	1 (one) Capacity building specialist		
	University degree or equivalent in Social Sciences, Management, Law, Economics, Finance, Accounting, or other related fields; (<i>whichever 10 pts</i>). Master's degree is an advantage (<i>15 pts</i>).	15	
	Professional Certifications/Qualifications of Trainer in ISO management systems implementation (<i>no certifications – 0 pts, Yes - 15 pts</i>)	15	
	At least 5 years of experience in the provision of similar services (audits, drafting reports, conceptualising, organization and delivery trainings related to implementation of ISO 9001:2015 and/or ISO 37001:2016 and/or other ISO management systems standards) (<i><5 – 0 pts, 5 years - 15 pts, >5 years – 5 pts each additional year up to max. 20 pts</i>)	20	
	At least 3 confirmed conceptualised, organized and delivered trainings (courses) related to implementation of the ISO management systems standards. List of organized and delivered trainings (courses) shall be included in the CV (<i><3 projects – 0 pts, 3 projects – 10 pts, >3 projects – 5 pts each additional project up to max. 20 pts</i>)	20	
	Working experience in/with the Governmental institutions and/ or local public authorities in Central and East-European Region, inclusive Republic of Moldova (<i>no experience – 0 pts, Yes - 10 pts</i>)	10	
	Language Qualifications: proficiency in Romanian and Russian required (<i>4 pts each language</i>); command of English will be an advantage (<i>2 pts</i>)	10	
Total Section 3			90
Total Section 3			500

Section 5. Terms of Reference

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

B. PROJECT DESCRIPTION

General Background:

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

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

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

Specific objectives:

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

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

Specific context:

Local public administrations on the entire European continent and not only, are currently, more than ever before, challenged by the society/communities, manage to demonstrate consistency and to improve constantly their performance to support and continuously develop social wellbeing and life quality for their population. During these times of challenges for local social-economic development, newly created by the pandemic crisis as well, the efficiency of policies, performance and quality of public services are crucial factors to meet the always changing needs and expectations of citizens, business environment, associative structures, internal and external cooperation partners, potential investors, etc.

In this continuous process of building an efficient, transparent and citizen-focused public administration, countries from the European Union and South-Eastern Europe and not only, became more interested over the last years in promoting and introducing quality management elements in public sector, and public sector reform projects are designed so as to lead to fulfilling these objectives.

The terms of "Quality" and "Quality Management" are neither sophisticated generic concepts and nor new concepts in public administration. These concepts have been applied in public administration since long ago and are associated with: observance of norms and procedures, formal correctness, ethical behavior, activity performance, efficiency, efficacy, reliability and absence of arbitrary decisions. The impetus for "Quality and Quality Management" covered stronger the public sector in second half of the '80s and at a wider extent in the '90s, upon the approval by the International Organization for Standardization of ISO Standards for companies' services and products including for public sector institutions.

The standards for organization and provisions of services are specific for public sector. The organization standards refer to describing the functions of an institution/organization and the relations between them, as well as to the activities' structuring (quality management and assurance, maintenance, value analyses, logistics, quality management, project or system management, services' management, etc.). The most frequently used standards among the categories of standards for public sector are ISO standards for Quality Management System (ISO 9001), Environment Management System (ISO 14001), Information Security System (ISO 27000) and Anti-Bribery Management System (ISO 37001).

Quality Management System represents a set of organizational structures, responsibilities, procedures, processes and resources, aiming to keep an organization under control in quality area. The Quality Management System is a management system focused on observance by the service/product provided to the client of all its requirements. Regardless of the fact if it is institutionalized or not, the quality management system is efficient only if helps the organization to constantly satisfy the clients/beneficiaries requirements. From practical point of view, the quality management system *is a modality of organizing and leading the organization* focused on the beneficiary or better said oriented towards observing by the provided product/service of all beneficiary's requirements.

The quality of management influences directly the processes of an institution, representing a decisive factor for carrying out activities in a society with continuously developing dynamics. The ISO standards-based Quality Management System supports the implementation and maintenance of optimized coordination, for the institution (Mayorality) to be placed at the best level from the viewpoint of internal organization, as well as that of satisfying any external requirements (of beneficiaries, society, state bodies). Naturally, it is meant for decision-makers during the organizational development process, for solving more and more complex managerial problems. The standards are developed to guarantee that organization operates based on an internationally recognized quality system, which would be representative for quality of products and services, as well as for coordination. By implementing the ISO Standards, Ungheni and Cahul mayoralties will get aligned to the requirements of the European Community where this European standard was adopted by the European Committee for Standardization on September 23, 2015.

ISO/CEI 2 Guide: 1996² defines the **standard** as a document, established by consensus and approved by a recognized certified body, that provides, for common and repeated use, rules, guidelines or characteristic for activities or their results, aimed at the achievement of the optimum degree of order in a given context.

² [ISO - Standards, www.iso.org/standards.html](http://www.iso.org/standards.html)

ISO standard is a document issued by the International Organization of Standardization providing for requirements, specifications, guidelines and characteristics that may be used to ensure that materials, products, processes and services correspond to their ultimate purpose.

ISO 9001:(2000)2015 for (public or private) institutions/organizations specifying the general requirements for development, implementation and improvement of quality management systems for the purpose of satisfying the requirements of citizens/clients/beneficiaries. The ISO 9001 Standard is obtained by institutions/organizations/authorities willing to improve their operation, regardless of the range of provided services and it is the most widely spread management standard at the world level. The standard is also applied to all the processes from local public administration, at all levels (meaning strategic, tactical-managerial, and operational), in order to establish a comprehensive quality management system which focuses on local governance which would achieve its objectives and fulfill its mission. The comprehensive nature of this system is essential for ensuring that all the areas of competence of local administration authority have a specified level of confidence (meaning oriented on the efficiency of processes).

The fulfilment of ISO 9001 standard, which is internationally recognized, certifies the Quality Management System at the level of a local public administration authority (a mayoralty), as an important part of the institution's management system IS:

- compliant with international standards and the best management practice in the area,
- focused on satisfying the needs, expectations, and requirements of the citizens, and
- oriented towards employees and institutional workers of the Mayoralty.

Holding the ISO 9001 Certificate certifies in a practical way that:

- there are correct managerial rules, processes and procedures in the Mayoralty;
- there is an efficient system for documents' management in the Mayoralty;
- there is a system for preventing risks and errors in the activity of the Mayoralty;
- the Mayoralty works efficiently and effectively;
- the leadership and the entire team of the Mayoralty are attentive to the needs of the citizens, trying continuously to improve the quality of services provided to them.

A Mayoralty which is certified according to ISO 9001 is an institution which:

- ensures correct, integral and comprehensive documentation of all activities;
- ensures control and monitoring of all processes and products;
- manages the activity of the local public authority is performed in a planned and systematic manner, according to the quality management principles;
- the coordination and management of the entire activity of the institution is ensured in a systematic and planned way;
- has an established framework for continuous improvement of internal processes;
- has procedures for better measuring the performance of all employees;
- has procedures set for identifying non-compliant activities and products;
- has a decision-making process based as well on risks' evaluation and estimation;
- ensures employees' accountability, whose communication and motivation is much improved;
- ensures preconditions for constant improvement of employees' performance;

- public servants' performance is based on the criterion of increasing the citizens' level of satisfaction with provided services;
- has all the necessary conditions to ensure transparency and efficiency of internal processes, including for reducing the costs (operational ones, including the empowerment costs).

ISO 37001:2016 allows local public authorities to implement rules, procedures and processes, that help them to prevent, detect and settle bribery giving-taking cases, as well as to promote anti-corruption ethical culture.

Holding the ISO 37001:2016 Certificate certifies in a practical way that:

- the institution operates in full compliance with the legislation of the Republic of Moldova;
- the Mayoralty has rules, procedures and processes for preventing, detecting and settling the risks of taking/giving bribe;
- there is an international recognition via the fact that ISO is an authority recognized at the world level in the area of managing anti-corruption situations;
- there is proof that all the employees are aware and observe the requirements of the international standards and the best practices to provide public services;
- ensures the Mayoralty's credibility increase in relation to financers, business partners and citizens because it has applied a number of reasonable measures to prevent bribe;
- ensures de-facto existence of necessary conditions for preventing conflict of interests;
- ensures promotion of an "anti-bribery" organizational culture through personnel awareness and promotion of ethical values within the Mayoralty;
- in case of some inquiries, controls, the Mayoralty may provide concluding evidence that it has taken necessary and reasonable measures to prevent takin / giving bribes.

Alongside the increase of credibility and confidence in front of citizens and local business sector, the main benefit of holding ISO Certificates refers to improving the image of the institution and placing it into an advantageous position as compared to other institutions which do not have such certificates. The existence of the evidence that institution's activity and organization comply with the international standards facilitates obtaining loans, confidence, and sustainable competitive advantages of the institution in relation to international financing structures and corporate or private investors, as well as facilitating access to diverse financing sources, through an advantageous positioning. The image of an institution with "added value" and "integral", the trust of the citizens, business sector, international financing institutions, internal and external development partners is ensured by ISO certificates, as it is an incontestable evidence that the institution is organized and operates based on principles of quality management and ensures provision of safe, qualitative and reliable public services.

Carrying out the reform of public administration is a national priority in the Republic of Moldova, envisaging the establishment of a public administration which would comply with European standards, contribute to satisfying the needs of the society, including to increasing citizens' living standards, and would be characterized by transparency, predictability, responsibility and efficiency. ISO standards are benefic as they are the best practices in the area. ISO certificates provide an image of "international brand" for the Mayoralty, and represent de jure and de facto a "disguised advertising" of an "Institution with added value". This fact ensures the entry ticket in a select company of some networks of dynamic and trustful partners (institutions and organizations from public and private organizations, banking sector and financing organizations,

networks of investments and investors), which open wide opportunities and possibilities to create partnerships and to cooperate.

C. SCOPE OF WORK

The EU4Moldova: Focal Regions Programme intends to contract a qualified and certified Company/Consortium of Companies which will provide consultative assistance and guidance to Cahul and Ungheni Mayoralties in assessing their current processes of organization and provision of public services, development and implementation of the following standards ISO 9001:2015 Quality Management System and ISO 37001:2016 Anti-bribery Management System.

The General goal of the assignment is to evaluate the internal organization of the Mayoralties, their internal communication and external interaction processes, provided public services, conceptualization, design and provisions of consultancy, including training, coaching and mentorship for implementing at the level of the two mayoralties the quality management system and anti-bribery management system according to the standards ISO 9001:2015 and ISO 37001:2016 for subsequent certification by an accredited body for this purpose.

To fulfill the General goal, the Contractor will seek to ensure the achievement of the following Objectives at the level of the two mayoralties by the end of the contract:

- Internal reorganization, efficient planning and efficient management of human resources, optimization of organizational and operational framework of the Mayoralties, to ensure the necessary resources for carrying out activities and improving performance.
- Quality improvement for provided services and facilitation of access to such services for all categories of citizens, having efficient communication and cooperation with citizens, business, local associative structures, initiative groups, internal and external cooperation partners.
- Public servants and the employees of the Mayoralties carry out their activities at a high level of quality, hence facilitating the achievement of the set strategic objectives of local public administration authorities in line with the mission of the institution.
- Increasing the level of efficiency, efficacy, and economy in the administration of local public funds, ensuring financial management of the institution through planning, organization and management of local budget revenues and expenditures.
- Having a respectful attitude towards citizens and ethical behavior, improving institution management, increasing quality of performed activities.
- Developing and promoting the image of beneficiary Mayoralties as integral and highly performing institutions, maintaining, and enhancing the relations with internal and external partners of Cahul and Ungheni Mayoralties.

Engaging Cahul and Ungheni Mayoralties in applying the principles of Quality Management System, implementing and applying all the documented procedures and quality control methods, and submitting the application for Certificates ISO 9001:2015 and ISO 37001:2016.

D. KEY TASKS AND ACTIVITIES

The Contractor must fulfill the following tasks:

1. Inception of Activities

During this stage, the Contractor shall organize the preparing activities for launching the respective assistance, including:

- adjusting (where appropriate) the working methodology and the Action Plan for carrying out the detailed tasks established for each municipality separately;
- organizing the meeting for introducing the company, the working methodology, the activity plans, and the coordination of actions with the EU4Moldova: Focal Regions Programme;
- planning detailed activities per every focal region separately, mentioning the contract's expected results/deliverables;
- developing the lists of documents, questionnaires / forms to request all necessary information to fulfill the set tasks;
- contacting local public authorities in order to establish the co-working modality and to agree upon the date and the modality of organizing the meetings to kick off the assistance activities.
- Drafting the initial Audit Plan for every mayoralty separately.

2. Process Initiation

During this stage, the Contractor will launch the assistance activities in each focal region separately, including:

- to organize and to carry out the meetings for launching the assistance activity in every focal region separately;
- to submit to and to agree with every mayoralty the Initial Audit Plan for the regulatory framework, organization and operation of service provision processes;
- to send the lists of documents, questionnaires / forms to request all necessary information in order to fulfill the set tasks;
- to receive documents, questionnaires / forms filled in with all necessary information for fulfilling the set tasks;
- based on these initial data, the consultants of the Company will vary out the preliminary evaluation, necessary upon the initiation of assistance activities;
- to organize discussions and preliminary interviews with the representatives of beneficiary Mayoralties, to agree upon the stages and activities to be carried out, and to present all these to the working teams;
- Working Groups will be established in each of the two mayoralties to fulfill the set tasks;
- In each of those two mayoralties a person will be appointed to be responsible for the implementation of the Quality Management System as Process Coordinator and Coordination Committee composed of delegated representatives.

3. Initial Audit

During this stage, the Contractor will carry out the Initial Audit of the internal organization, regulatory framework and service provision process in each of the beneficiary Mayorality. The objectives to be achieved during the Initial Audit are:

- Identification of the real working system and comparing it with the requirements of the reference standards ISO 9001:2015 and ISO 37001:2016;
- Identification of technical-organizational elements and current practices which may be the bases for the future system of quality management and anti-bribery management;
- Identification of situations of incompliance with the reference standards requirements;
- Identification of critical points in activity flow, which may provoke delays, deficiencies, etc. and implicitly additional costs.

The Initial Audit shall cover, but will not limit itself to the following:

- Audit of organization and operation of Mayoralties, their subordinated structures and institutions, and identification of incompliances;
- Analysis on appropriateness of the structures in the organizational chart, personnel number, organizational and operation regulation of the mayoralty, provisions of the legal framework, institution's objectives and mission;
- Analysis of all existing documents (regulations, work instructions, operational manuals, correspondence registers, plans, strategic documents, quality manuals, inspection and control plans, performance evaluation instructions, etc.) and provision of recommendations for adapting them to the requirements of the standards of reference;
- Analysis of policy, mission, vision and specific objectives of existing systems;
- Human resources audit (internal regulations, organizational charts, job descriptions, etc.) and audit of existing materials.
- Analysis of the registration systems and existing record keeping, of the flow for managing/verifying documents and records;
- Analysis on interaction with citizens, decision makers and external partners, and identification of meeting the relevant requirements for interaction with stakeholders;
- Analysis of risks' management;
- Analysis of internal audit procedures, implementation of documented management system;
- Analysis of measures to ensure integrity, to avoid conflicts of interest and cases of bribery giving-taking.

The result of this stage will be the Initial Audit Report of the regulatory framework, organization and operation modality, service provision processes in each of the two mayoralties. The audit reports will be developed for each mayoralty separately.

The initial audit reports will cover the detailed description of the results of analyzed processes, conclusions and practical recommendations for improving processes and organization, and concrete proposals for amending, adjusting, approving the necessary regulatory framework to meet the requirements of the ISO standards.

The structure of the initial audit reports will be coordinated with the EU4Moldova: Focal Regions Programme. The conclusions of the initial audit reports and the audit recommendations shall be endorsed by each mayoralty separately.

The Contractor will organize and carry out the meetings for presenting the results of the initial audit in each of the focal regions.

4. Design of Quality Management and Anti-Bribery Management Systems

During this stage, the Contractor will develop and suggest to beneficiary mayoralties the projects for implementing the Quality Management System and the Anti-Bribery Management System.

The projects will be development based on the conclusions and recommendations of the Initial Audit Reports developed at Stage 3.

The newly suggested system of organization and operation will seek to fulfill the following objective – Cahul and Ungheni mayoralties will modernize public administration institutions, able to facilitate the social-economic development of the municipalities, through competitive public services, investments and quality regulations, equipped with competent and well-managed human resources, efficient and transparent management of resources' use, adequate institutional-administrative structure, and clear, simple, and predictable operation procedures.

Project documentation will include:

- Quality policy in Ungheni and Cahul Mayoralties;
- Goal and scope of Quality Management and Anti-Bribery Management Systems;
- Action directions and specific measures for quality assurance;
- Structure of management systems to be implemented in each of the two mayoralties;
- Reference documentation (list of regulatory documents, instructions, etc.) to be amended, adjusted, completed and/or developed;
- Action Plan for carrying out the activities meant to implement the Quality Management and Anti-Bribery Management Systems;
- Necessary methods and means for meeting the management requirements defined in the standards of reference;
- Commitments of Ungheni and Cahul mayoralties to implement the Quality Management and Anti-Bribery Management Systems.

The structure of project documentation shall be coordinated prior with the EU4Moldova: Focal Regions Programme.

The project documentation shall be approved according to the approval procedures in force by each of the beneficiary local public administration authority. In this respect, the Contractor will organize and carry out meetings to present the initial audit results in each focal region.

5. Development of Documentation for Management Systems

During this stage, the Contractor will develop and propose to the beneficiary mayoralties the package of documents for implementing the Quality Management System and Anti-Bribery Management System.

The package of documents will cover, but will not limit itself to the following:

- Quality Management System Manual (Quality Manual and Quality Management System Procedures);
- Draft regulations, organizational chart, job descriptions, and other regulatory documents;
- Draft Working Instructions/process description;
- Human resources' and existing materials' management policy;
- Draft systems for registration and record keeping, flow and management/control of documents and records;
- Schemes, models and processes of interaction with citizens, decision-makers, external partners and other stakeholders;
- Risk management policy;
- Internal audit procedures and documented management system;
- Anti-bribery Management System Manual, including integrity assurance measures, avoidance of conflicts of interests and cases of taking-giving bribes;
- Code of Ethics for public servants;
- Other documents of management systems.

The structure of documentation for the Quality Management and Anti-Bribery Management Systems shall be coordinated with the EU4Moldova: Focal Regions Programme.

The package of documents regarding the implementation of the quality management system and anti-bribery management system shall be approved according to the approval procedures in force, by each of the beneficiary local public administration authority. In this respect, the Contractor will organize and carry out meetings to present the package of documents regarding the implementation of the quality management system and anti-bribery management system in each focal region.

6. Training the Managerial Team and Civil Servants

An important element to ensure the success of future actions is the acknowledgement among all the personnel of the mayoralty, and especially that of the management personnel, about the modality of organizing the activities and fulfilling the tasks in line with the ISO standards. For this purpose, there will be organized and carried out training sessions to get familiarized with the requirements of the standards and reorganization of activities in compliance with the ISO standards requirements.

The consultants of the Contractor will analyze the training needs identified during the Initial Audit and will develop a set of training materials.

Before starting the training sessions, the Contractor will provide for revision and approval by the Program – the training agendas, brief description of training modules (goal, content, expected result, etc.), .ppt presentations, models of case studies and other project examples, template of the evaluation questionnaire, which will be applied at the beginning and end of the training sessions.

The epidemiological situation in the country and the availability of LPA representatives to participate will be considered when organizing the training sessions, and depending on these factors, the decision will be taken on organizing mixed training sessions (with physical presence and on-line or only on-line).

The relevant managerial teams and civil servants will be invited to participate in the training sessions depending on the trainings' topic.

Important note: *The training sessions will be carried out separately in each mayoralty. Nevertheless, in case of some topics of common interest, some joint training sessions for the employees of both mayoralties will be organized. The training sessions will be conducted in Romanian.*

The training program shall:

- be adjusted to the level of knowledge and competence of the LPA representatives;
- meet the needs of training participants;
- be based on a deep practical approach and shall follow the principle of learning by doing;
- include relevant case studies, examples of already implemented successful project proposals and practical exercises of positive and negative practices;
- have an interactive nature, using adult-learning techniques, audio-video materials, etc.;
- encompass an approach based on human rights, sustainable development and green economy, SDGs (Sustainable Development Goals), and gender mainstreamed approach;
- be focused on performance and results' achievement approach.

The knowledge of the participants will be assessed at the beginning and end of the training sessions, as well as the aspects related to training organization, materials, trainers' performance, and other relevant aspects.

7. Implementation of Designed Quality Management and Anti-Bribery Management Systems

During this stage, the practical implementation of management systems designed in Stage 4 and according to the documentation developed in Stage 5, shall be implemented under the guidance of the consultants of the Contractor. The activities from this Stage will be interrelated with the activities from Stage 6. In a practical way, this stage will cover the following activities:

- Enforcement of the provisions of the regulatory framework developed and approved at the previous stages;
- Internal trainings with the entire personnel of the Mayoralties, from all the management and execution levels;
- Performing internal audits under the guidance of consultants so as to identify incompliances or emerged implementation problems;
- Workshops for analyzing the incompliances and establishing corrective and preventive measures.

The implementation of the requirements of the designed management systems will be structured to cover the categories of basic processes:

- a) decision-taking and leadership process;
- b) planning process;
- c) activity support processes, including mayoralty's human and material resources' management;
- d) operational processes (communication, interdepartmental interaction, institutional hierarchy, interaction with citizens and external environment, hierarchy);
- e) measuring, monitoring, analysis and evaluation processes;
- f) improvement processes.

To establish the way in which the applicable and specified requirements of the Quality Management System and Anti-Bribery Management System will be carried out, Cahul and Ungheni mayoralties will establish, implement, and use during this period of time the approved documented procedures of the management systems. This will be done gradually and afterwards continuously, in order to ensure, identify, define, control, verify measure, monitor and analyze different processes of the management system so as, on one hand - to ensure efficient implementation of standards' requirements; and on the other hand – to ensure the compliance of performed activities and fulfilled tasks with ISO 9001:2015 – Quality Management System and ISO 37001:2016 – Anti-bribery Management System.

8. Final Auditing – Pre-certification Audit

This stage implies for the Contractor to perform a Pre-certification Audit of management systems for the purpose of obtaining information on compliance with documented systems.

The pre-certification audit will identify, at least, without limiting itself to the following:

- Are the Quality Management System and Anti-Bribery Management System established, documented, implemented, maintained and continuously improved in line with the requirements of these standards?
- Are the processes and all applications requested by the Quality Management and Anti-Bribery Management Systems defined?
- Is the sequence of processes and the interaction between them well-determined?
- Are the necessary criteria and methods established for ensuring the efficiency of operation and control of processes?
- Are the regulatory resources and necessary information available to support the processes functioning and monitoring?
- Are the new activity processes measured and analyzed? Are the actions undertaken to obtain the planned results and to continuously improve the processes?
- Are these processes managed by the Mayorality in line with the conditions specified in the standards?
- If certain processes need to be outsourced, is there any control over these processes? Will the necessary control be ensured over these outsourced processes within quality management and anti-bribery management systems?
- Does the documentation for the Quality Management and Anti-Bribery Management Systems include documented declarations on quality policy and quality objectives? Are the Quality Manuals, systems-required documentation procedures, the documents necessary to ensure the planning, execution, and efficient control of processes and registrations required by these standards?
- Is there a Quality Manuals established and maintained?
- Does these Manuals include the scope of the Quality Management System, details and reasoning for any exclusions, set documented procedures or those regarding the Quality Management System and a description of the interaction between the processes of the Quality Management System?
- Are the documents requested by the Quality Management and Anti-Bribery Management Systems verified?

- Are records registered and maintained to demonstrate that the Quality Management and Anti-Bribery Management Systems are compliant with the requirements and are efficiently implemented?
- Has the senior management established evidence of fulfilling the commitments regarding the implementation, development, and continuous improvement of the efficiency of the Quality Management and Anti-Bribery Management Systems?

The pre-certification audit will end with a Report on identified incompliances and a Report of final recommendations to eliminate the incompliances and to improve certain processes for them to comply with the requirements of ISO standards.

As a result of the pre-certification audit, meetings will be organized to present the results of the Audit Reports and workshops for:

- establishing the modalities for treating the identified incompliances;
- identifying the primary causes of incompliances;
- establishing corrective actions necessary to prevent the re-emergence of the same incompliances.

By the end of this Stage, the Contractor shall formulate practical recommendations regarding the participation in certification procedure fulfilled by certification bodies and shall establish the modalities for ensuring (if needed) necessary assistance over the entire duration of the certification process.

The structure of the Pre-certification Audit Reports shall be coordinated with the EU4Moldova: Focal Regions Programme.

The Reports on identified incompliances and Reports of final recommendations to eliminate the incompliances and improve certain processes for them to comply with the requirements of ISO standards shall be approved according to the approval procedures in force by each beneficiary local public administration authority.

9. Initiating the Procedure for Obtaining ISO Certificates

The implementation of the Quality Management and Anti-Bribery Management Systems is completed only after getting the certification from an independent certification body.

During this stage, the Contractor will inform and recommend practical modalities and steps to be followed in the certification procedure by a certification body. At the same time, the Contractor will establish the modalities of assistance in negotiating and signing the certification contract and assistance at the certification audit stage (if agreed with the beneficiary Mayoralties).

The Contractor will submit a Report describing the contributions provided in guiding the mayoralties regarding the certification procedure by a certification body and assistance in negotiating the certification conditions and provided support.

10. Finalizing Activities

The Contractor will summarize all implemented activities and obtained results and will submit a final Activity Report, describing, as well, the contribution provided in implementing activities, obtained results, lessons learned, good practices and recommendations for the Programme.

E. KEY DELIVERABLES AND INDICATIVE TIMEFRAME

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

Deliverables	Expected Period
<p>Deliverable 1: Submission of Inception Report, Task 1. Inception of Activities</p> <p>The Inception Report will have as annexes:</p> <ul style="list-style-type: none"> • The Working Methodology, which would reflect the suggested approach, planned activities and detailed implementation plan, expected results/deliverables of the contract, as well as the timeframe estimated to sending deliverables; • Materials used during the working meeting the Programme, UNDP Central Office and EU Delegation; • List of documents, questionnaires / forms for requesting all the necessary information for carrying out the set tasks; • Detailed Work Plan for carrying out the set tasks; • Audit Plan for every mayoralty separately. 	<p>2 weeks since the contract signature</p>
<p>Deliverable 2: Progress Report no. 2, Task 2. Initiating the Process</p> <p>The Contractor shall submit the Progress Report no 2. including:</p> <ul style="list-style-type: none"> • The Initial Audit Plan endorsed by each Mayoralty separately; • Decisions to establish the Working Groups for carrying out the set tasks and appointment of local Coordinators; • List of received documentation necessary to carry out the Initial Audit. 	<p>4 weeks since the contract signature</p>
<p>Deliverable 3: Progress Report no. 3, Task 3. Initial Audit</p> <p>The Contractor shall carry out the Initial Audit, present the of the Initial Audit, submit the Progress Report on these activities and attaches:</p> <ul style="list-style-type: none"> • Initial Audit of internal organization, regulatory framework and service provision processed in each focal region, separately; • Meetings Agenda for presenting the results of Initial Audit and Lists of participants; • Information materials used during the meetings for presenting the results of Initial Audit (word version and .ppts, photo, audio, video records); • Decisions for endorsing the Initial Audit by each Mayoralty, separately. <p>The Company shall submit the draft reports and presentations to the Programme for review and approval prior to the events.</p>	<p>2 months since submission of Deliverable 2</p>
<p>Deliverable 4: Progress Report no. 4, Task 4. Design of Quality Management and Anti-bribery Management Systems</p> <p>The Contractor shall submit the Progress Report no. 4 inclusive:</p>	<p>1 month since submission of Deliverable 3</p>

Deliverables	Expected Period
<ul style="list-style-type: none"> • Projects for implementing the Quality Management and Anti-bribery Management Systems in each focal region, according to the requirements of Terms of Reference; • Meetings Agendas to present the projects for management systems implementation and Lists of participants; • Information materials used during the meetings to present the implementation projects for management systems (word versions and PPPs); • Decisions for endorsing the projects for implementing the management systems by each Mayorality separately; • Commitment of Ungheni and Cahul Mayoralties (decisions of Municipal Councils) to implement the quality management and anti-bribery management systems. <p>The draft documents will be completed in Romanian, presented in electronic version and endorsed by the Programme prior to submission to Ungheni and Cahul Mayoralties.</p>	
<p>Deliverable 5: Progress Report no. 5, Task 5. Development of the Documentation of Quality Management and Anti-bribery Management Systems</p> <p>The Contractor shall develop the packages of documents for implementing the Quality Management and Anti-bribery Management Systems in each of the focal regions, according to the Terms of Reference and present the Progress Report including the following that shall be attached:</p> <ul style="list-style-type: none"> • Packages of documents for implementing the Quality Management System and Anti-bribery Management System separately, according to the list of documents and Terms of Reference requirements; • Agenda of meetings for presenting the projects to implement the management systems; • Information materials used during the meetings to present the packages of documents for implementing the management systems (word version and PPPs); • Decisions to approve the packages of documents to implement the management systems by each of the Mayoralty separately. 	<p>2 months since submission of Deliverable 4</p>
<p>Deliverable 6: Progress Report no. 6, Task 6. Training the Managerial Team and Civil Servants</p> <p>The Contractor shall carry prepare and carry out the training sessions per each target municipality, submit the Progress Report on these activities and attaches:</p> <ul style="list-style-type: none"> • Description of contributions provided in the LPA capacity building to increase their competences, skills and knowledge in the areas of reference; • Training program and materials (word version and PPPs) necessary to 	<p>3 months since submission of Deliverable 5</p>

Deliverables	Expected Period
<p>carry out the training sessions tackling the requested topics;</p> <ul style="list-style-type: none"> • Agendas of trainings sessions and Lists of participants; • Used photo, video and audio materials for information; • Results of the training sessions' evaluation questionnaires. <p>The Contractor shall submit the draft of the training materials and presentations to the Programme for review and approval prior to the events.</p>	
<p>Deliverable 7: Progress Report no. 7, Task 7. Implementation of Designed Management Systems</p> <p>The Progress Report 7 shall include the description of contributions provided in the process of Implementing the requirements of designed management systems. The following shall be annexed under the Report:</p> <ul style="list-style-type: none"> • Internal audit reports for identifying incompliances or emerged implementation problems; • Agendas of workshops/ trainings sessions and Lists of participants; • Confirmation photo, video and audio materials; • Results of workshops /training sessions; • Information materials (word versions and PPPs) used during the workshops / meetings; • Decisions to endorse the Reports on implemented requirements of designed management systems, separately by each Mayoralty. 	<p>3 months since submission of Deliverable 6</p>
<p>Deliverable 8: Progress Report no. 8, Task 8. Final Auditing – Pre-certification Audit</p> <p>The Progress Report 8 will include the description of performed pre-certification audits of the management systems for identifying the compliance of organization, regulatory framework and processes in the Mayoralties with documented systems, and the following annexes:</p> <ul style="list-style-type: none"> • Reports of identified incompliances; • Reports of final recommendations on elimination of incompliances and improvement of certain processes to be compliant with the requirements of ISO standards; • Agendas of workshops and Lists of participants; • Confirmation photo, video and audio materials; • Information materials used during the workshops; • Decisions for approving the Report of identified incompliances and Report with final recommendations by each Mayoralty. 	<p>1 months since the submission of Deliverable 7.</p>
<p>Deliverable 9: Progress Report no. 9, Task 9. Initiating the procedure to obtain the ISO Certificates</p> <p>The Progress Report 9 will include the description of information activities and assistance for initiating certification procedures by the certification body.</p>	<p>3 weeks since the submission of the Deliverable 8.</p>

Deliverables	Expected Period
<p>Deliverable 10: Final report, Task 10. Finalization of Activities</p> <p>The Contractor shall submit a Final report, presenting the results of the consultancy, containing an executive summary, a detailed outline of actions and achieved results with lessons learned, good practices and recommendations for the Programme.</p> <p>The Final Report will include the revised documents and annexes with all deliverables produces under this assignment.</p>	<p>1 week since submission of Deliverable 9</p>

Note: *The indicated tentative timeframe has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of the assignment. It cannot be and will not be used as a single criterion for contract/assignment fulfillment. The submission of envisaged deliverables approved by EU4Moldova: Focal Regions Programme will be the only criterion regarding the activity fulfilment by the Consultant and its eligibility for payment.*

Language for deliverables' submission: All the deliverables will be submitted in Romanian language. The Progress Reports and the Final Report (excluding the Annexes) shall be submitted in Romanian and English languages.

Before starting the implementation of envisaged tasks, the Company shall be invited to participate in a kick-off meeting with the participation of representatives from the EU Delegation, UNDP Central Office and EU4MD: Focal Regions Programme so as to agree upon the implementation approach.

Methodological approach: The contracted Company will strictly observe the Implementation Methodology agreed with and endorsed by the Programme.

The Programme will provide assistance in organizing the working meetings and training sessions (will provide its electronic platforms for online meetings).

F. INSTITUTIONAL ARRANGEMENTS

The Contractor will coordinate all the activities under this contract with the EU4Moldova Local Development Manager, under the overall supervision of the EU4Moldova Programme Manager and in close collaboration with the Local Coordinators from the Cahul and Ungheni focal regions. The Contractor will work also, along with Local Working Groups created by Ungheni and Cahul Municipal Councils based on agreed methodology determined at the inception of activities.

The EU4Moldova: Focal Regions Programme will provide all available relevant documentation, facilitate first contacts, access to the site and communication with stakeholders while the **Contractor will be responsible for arranging all necessary transportation and logistics arrangements, obtaining all needed permissions, establishing and maintaining good working relationships with all involved parties. All kind of translation costs (written and oral) shall be arranged by the Contractor.**

The respective assignment is an activity to be partially carried out remotely (from office/ from home) with trips in the field, considering the epidemiological conditions. All the trip costs from and to the assignment location (in Cahul and Ungheni) shall be under the responsibility of the Contractor, hence should be included in the financial offer.

The Bidder shall have and ensure resources, support, and working materials necessary for the qualitative delivery of services at all the stages of the process of designing and implementing ISO standards.

The payment for services will be made in tranches upon submission of deliverables stated in point E. Key deliverables and indicative timeframe above and certification by the Programme Manager that the services were satisfactorily performed. **All the deliverables envisaged in the Contract shall be coordinated and agreed with Cahul and Ungheni Mayoralties and further endorsed by the Programme Manager within 14 calendar days since the moment they are submitted.**

G. DURATION OF WORK

The estimated duration of works is up to maximum 14 months. The expected time of commencement of contract is end of October 2021.

UNDP will require maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve/deny 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. The applicant Company (Leader of Consortium) should:

- Be a legally registered entity.
- Be accredited as a body for assessing the compliance of companies' management systems according to the international standards ISO 9001:2015 Quality Management System and ISO 37001:2016 Anti-bribery Management System.
- Have at least 5 years in the area of audit and/or certification of quality management systems according to the international standards from ISO group;
- Have in its portfolio at least 3 public authorities/institutions certified according to the international standards from ISO group, following the consulting services provided by the Contractor;
- Have in its portfolio at least one experience of certification of companies from the area of public services' provision.

The proposal shall include the following minimum key-personnel aimed at implementing said contract:

1. TEAM Leader
2. 2 (two) Lead Auditors
3. 2 (two) Auditors
4. Legal specialist
5. Capacity building specialist.

The Lead Auditors and Auditors must be Certified and qualified for the above-mentioned management systems ISO standards.

The competencies and skills of the above-listed key-personnel will be evaluated as per Section 4. Technical Evaluation Criteria Form.

The Contractor could consider other non-key personnel that is required for the successful implementation of the present assignment, however their competencies will not be evaluated.

All activities under this assignment shall be performed in a gender-sensitive manner and applying human rights-based approach.

The Company shall take all reasonable measures necessary to ensure that the personnel deployed under this assignment shall respect local customs and conform to the highest standards of moral and ethical conduct and adherence to UNDP values (human rights, gender equality, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status). UNDP may at any time request the withdrawal or replacement of any of the key-personnel if these standards are not adhered to. Replacement will be made at the Company expense.

Section 6: Returnable Bidding Forms / Checklist

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

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

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<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 Envelope:

(Must be submitted in a separate file/password protected)

▪ 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:	RFP No.: 21/02339		

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

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

- 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. Please, ensure that such document provides detailed description of previously conducted public consultations (incl. project, year, other details as may be relevant) as well as detailed description of the technical capabilities (in terms of hardware and software) available for the fulfilment of the proposed tasks ▪ Certificate of Incorporation/ Business Registration ▪ Certificates that confirm the Bidder is accredited for certifications based on the ISO 9001:2015 Quality Management System and ISO 37001:2016 Anti-bribery Management System standards, by an internationally recognized accreditation body according to the EU Regulation no. 765/2008, member of the EA/MLA mutual recognition agreements. ▪ Quality Certificate (e.g., ISO, etc.) and/or other similar

certificates, accreditations, awards and citations received by the Bidder, if any

- 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
- Financial Statement (Income Statement and Balance Sheet) for the past 3 years (2020, 2019, 2018)
- Statement of Satisfactory Performance from at least 3 (three) public authorities/institutions certified according to the international standards from ISO group – presented as similar experience
- A copy of preliminary Agreement in case of Consortium
- Detailed description of the Methodology, Approach and Implementation Plan (sequence of actions) for the services required in the ToR, with clear distribution of roles and responsibilities of the proposed key personnel;
- CVs (shall be signed by the envisaged person) of the Key personnel (indicated in Section 4)
- All information regarding any past and current litigation during the last five (5) years, in which the bidder is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded
- **Dully filled in Forms A-G. Forms F and G password protected. Please, ensure that no other documents are disclosing your financial proposal apart from Forms F and G. Your price proposal indicated in e-Tendering system line item must equal with 1 US\$.**

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP No.: 21/02339		

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:	RFP No.: 21/02339		

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 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 5 years.

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

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken
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Bidders may also attach their own Project Data Sheets with more details for assignments above.

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

Current contracts/commitments in progress

Complete information about all projects in progress

Name of Client	Project name and location	Contract Value	Project Start Date	Scheduled Completion Date	Completion percentage

Financial Standing

Annual Turnover for the last 3 years	Year 2020	USD
	Year 2019	USD
	Year 2018	USD
Latest Credit Rating (if any), indicate the source		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 2020	Year 2019	Year 2018
	<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 audited 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:	RFP No.: 21/02339		

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.
- 1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

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

- 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. Describe the expected results of the activities. 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 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.4 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.5 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.6 Any other comments or information regarding the project approach and methodology that will be adopted.

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

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

SECTION 3: Management Structure and Key Personnel

- 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.

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 1: [Insert] Reference 2: [Insert]

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

Signature of Personnel (envisaged in the CV)

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP No.: 21/02339		

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

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

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

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

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP No.: 21/02339		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in a separate file 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.**

Your Financial Proposal file (comprising Forms F and G) must be password protected. The password shall not be disclosed unless required in written by UNDP.

DO NOT DISCLOSE YOUR PRICE IN THE E-TENDERING SYSTEM LINE ITEM. YOU MUST PUT PRICE AS 1\$ AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED IN INSTRUCTIONS. The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: US\$

Table 1: Cost Breakdown per Milestones

MILESTONE/DELIVERABLE	Percentage of Total Price	Price (Lump Sum, All Inclusive)
Milestone 1 (related to successful completion of Deliverables 1 and 2)	10%	
Milestone 2 (related to successful completion of Deliverable 3)	20%	
Milestone 3 (related to successful completion of Deliverables 4 and 5)	20%	
Milestone 4 (related to successful completion of Deliverables 6 and 7)	20%	
Milestone 5 (related to successful completion of Deliverables 8 and 9)	20%	
Milestone 6 (related to successful completion of Deliverable 10)	10%	
TOTAL (all-inclusive, VAT 0%)	100%	

*Basis for payment tranches

Table 2: Cost Breakdown by Cost Component

Description of Activity	Unit of measure (day, unit etc.)	Quantity	Unit Price in US\$	Total Price in US\$ per budget line
		A	B	$C=A*B$
I. Personnel Services				
a) Team Leader	Working days			
b) 2 Lead Auditors	Working days			
c) 2 Auditors	Working days			
d) Legal specialist	Working days			
e) Capacity building specialist	Working days			
f) Other staff if necessary (<i>please, list down</i>)	Working days			
Subtotal Personnel Services:				
II. Out of Pocket Expenses				
a) Transportation costs				
International transportation costs				
Local transportation costs to Ungheni and Cahul	Trip			
Subsistence allowance (<i>if the case</i>)	Days			
Other Costs: (<i>please specify</i>)				
b) Translation costs (<i>if any</i>)				
Other Costs: (<i>please specify</i>)				
Subtotal Out of Pocket Expenses:				
III. Other Related Costs				
Other Costs: (<i>please specify</i>)				
Subtotal Other Related Costs:				
TOTAL (all-inclusive, VAT 0%)				