



REQUEST FOR PROPOSAL (RFP)

**Service provision for the elaboration of a Public Policy Proposal (PPP) on
Urban Development in the Republic of Moldova**

RFP Reference No.: **RfP26/03332**

Project: **Resilient and Inclusive Markets in Moldova Project (PRIM II project)**

Country: **Moldova, Republic of**

SECTION 1: LETTER OF INVITATION

United Nations Development Programme, hereinafter referred to as UNDP, through "**Resilient and Inclusive Markets in Moldova (PRIM II)**" Project, hereby invites prospective proposers to submit a proposal for the provision of services for the elaboration of a Public Policy Proposal (PPP) on Urban Development in the Republic of Moldova in accordance with the General Conditions of Contract and the Terms of Reference as set out in this Request for Proposal (RFP).

To enable you to submit a proposal, please read the following attached documents carefully.

- Section 1:** This Letter of Invitation
- Section 2:** Instruction to Proposers
- Section 3:** Data Sheet
- Section 4:** Evaluation Criteria
- Section 5:** Terms of Reference
- Section 6:** Conditions of Contract and Contract Forms
- Section 7:** Proposal Forms
 - **Form A:** Proposal confirmation
 - **Form B:** Checklist
 - **Form C:** Technical Proposal Submission
 - **Form D:** Proposer Information
 - **Form E:** Joint Venture/Consortium/Association Information
 - **Form F:** Eligibility and Qualification
 - **Form G:** Format for Technical Proposal
 - **Form H:** Format for CV of Proposed Key Personnel
 - **Form I:** Statement of Exclusivity and Availability
 - **Form J:** Financial Proposal Submission
 - **Form K:** Format for Financial Proposal

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 Section 3: Data Sheet.

Should you be interested to submit a proposal, please log in to the Quantum ERP supplier portal and subscribe to this tender following the instructions in the system user guide. Please search for the tender using search filters, namely **Negotiation ID: UNDP-MDA-01061**. Once subscribed to the tender, you will be able to receive notifications in case of amendments of the tender document and requirements.

Please indicate whether you intend to submit a bid by creating a draft response without submitting directly in the Quantum ERP supplier portal.

Offers must be submitted directly in the Quantum ERP supplier portal following this link: <http://supplier.quantum.partneragencies.org/> using the profile you may have in the portal (please log in using your username and password). In case you have never registered before, follow the [Supplier Portal Registration Link](#).

Please note that the access link to the Supplier registered profile is sent from Oracle within up to 3 days. In case you have not received the access link after 3 days since registration, you should address for support to UNDP at the email address: sc.md@undp.org. In case you encounter errors with registration (e.g. system states Supplier already is registered), you should address for support to UNDP at the email address: sc.md@undp.org.

Computer firewall could block *oracle* or *undp.org* extension and Suppliers might not receive the Oracle notifications. Please turn down any firewalls on your computers to ensure receipt of email notification.

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

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

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

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

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

We look forward to receiving your proposal.
UNDP Moldova

SECTION 2: INSTRUCTIONS TO PROPOSERS

GENERAL	
1. Scope	Proposers are invited to submit a proposal for the services specified in Section 5: Terms of Reference, in accordance with this Request for Proposal (RFP). A summary of the scope of the proposal is included in Section 3: Data Sheet. Proposers shall adhere to all the requirements of this RFP, including any amendment made in writing by UNDP. This RFP is conducted in accordance with Policies and Procedures of UNDP which can be accessed at UNDP Programme and Operations Policies and Procedures/Procurement. 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.
2. Interpretation of the RFP	Any proposal submitted will be regarded as an offer by the proposer and does not constitute or imply the acceptance of the proposal by UNDP. UNDP is under no obligation to award a contract to any proposer as a result of this RFP.
3. Supplier Code of Conduct, Fraud, Corruption, Gifts and Hospitality	All proposers must read the United Nations Supplier Code of Conduct and acknowledge that it provides the minimum standards expected of suppliers to the UN. The Code of Conduct, which includes principles on labour, human rights, environment and ethical conduct may be found at: https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct Moreover, suppliers should note that certain provisions of the Code of Conduct will be binding on the supplier in the event that the supplier is awarded a contract, pursuant to the terms and conditions of any such contract. 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 https://www.undp.org/accountability/audit/investigations#anti 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. In pursuance of this policy, UNDP: (a) Shall reject a proposal if it determines that the selected proposer has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Further to the UNDP's vendor sanctions policy, shall declare a vendor ineligible, either indefinitely or for a stated period, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.
4. Eligible proposers	Proposers shall have the legal capacity to enter into a binding contract with UNDP. A proposer, and all parties constituting the proposer, may have the nationality of any country with the exception of the nationalities, if any, listed in Section 3: Data Sheet. A proposer shall be deemed to have the nationality of a country if the proposer is a citizen or is constituted, incorporated, or registered and operates in conformity with the provisions of the laws of that country. All proposers found to have a conflict of interest shall be disqualified. Proposers may be considered to have a conflict of interest if they are or have been associated in the past, with a firm or any of its affiliates that have been engaged by UNDP to provide consulting 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 services required in the present procurement process; were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP and/or are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. 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. Similarly, the Bidders must disclose in their proposal their knowledge of the following: - 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 - All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure. 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. Proposers shall not be eligible to submit a proposal if at the time of proposal submission: - is included in the Ineligibility List, hosted by UNGM, that aggregates information disclosed by Agencies, Funds or Programs of the UN System; - is included in the Consolidated United Nations Security Council Sanctions List, including the UN Security Council Resolution 1267/1989 list; - is included in the World Bank Corporate Procurement Listing of Non-Responsible Vendors and World Bank Listing of Ineligible Firms and Individuals
5. Proprietary information	The RFP documents and any Terms of Reference or information issued or furnished by UNDP are issued solely for the purpose of enabling a proposal to be completed and may not be used for any other purpose. The RFP documents and any additional information provided to proposers shall remain the property of UNDP. All documents which may form part of the proposal will become the property of UNDP, who will not be required to return them to your firm.
6. Publicity	During the RFP process, a proposer is not permitted to create any publicity in connection with the RFP.
SOLICITATION DOCUMENTS	
7. Clarification of solicitation documents	Proposers may request clarifications on any of the RFP documents no later than the date indicated in Section 3: Data Sheet. Any request for clarification must be sent in writing in the manner indicated in Section 3: Data Sheet. Explanations or interpretations provided by personnel other than the named contact person will not be considered binding or official. UNDP will provide the responses to clarifications through the method specified in Section 3: Data Sheet. UNDP shall endeavour 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.
8. Amendment of solicitation documents	At any time prior to the deadline for proposal submission, UNDP may for any reason, such as in response to a clarification requested by a proposer, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective proposers. If the amendment is substantial, UNDP may extend the deadline for submission of proposals to give the proposers reasonable time to incorporate the amendment into their proposal.
PREPARATION OF PROPOSALS	
9. Cost of preparation of proposal	The proposer shall bear all costs related to the preparation and/or submission of the proposal, regardless of whether its proposal is selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.
10. Language	The proposal, as well as any and all related correspondence exchanged by the proposer and UNDP, shall be written in the language(s) specified in Section 3: Data Sheet.
11. Documents establishing eligibility and qualifications of the proposer	The proposer shall furnish documentary evidence of its status as an eligible and qualified vendor, using the forms provided in Section 7 and providing the documents required in those forms. In order to award a contract to a proposer, its qualifications must be documented to UNDP's satisfaction.
11.a Documents comprising the proposal	The proposal bid shall comprise of the following documents and related forms which details are provided in Section 3: Data Sheet: c) Documents Establishing the Eligibility and Qualifications of the Bidder; d) Technical Proposal; e) Financial Proposal; f) Proposal Security, if required by DS; g) Any attachments and/or appendices to the Proposal.
12. Technical proposal format and content	The proposer is required to submit a technical proposal using the forms provided in Section 7 and taking into consideration the requirements in the RFP. The technical proposal shall not include any price or financial information. A technical proposal containing material financial information may be declared non-responsive.
13. Financial proposal	The financial proposal shall be prepared using the form provided in Section 7 and taking into consideration the requirements in the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. 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. Prices and other financial information must not be disclosed in any other place except in the financial proposal.
14. Currencies	All prices shall be quoted in the currency or currencies indicated in Section 3: Data Sheet. Where proposals are quoted in different currencies, for the purposes of comparison of all proposals: • UNDP will convert the currency quoted in the proposal into the UNDP preferred currency, in accordance with the UN Operational Rate of Exchange. • In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in Section 3: Data Sheet, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.
15. Duties and taxes	Article II, Section 7, of the Convention on the Privileges and Immunities provides, inter alia, that the United Nations, including UNDP as a subsidiary organ, is exempt from all direct

	taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All proposals shall be submitted net of any direct taxes and any other taxes and duties, unless otherwise specified in Section 3: Data Sheet
16. Proposal validity period	Proposals shall remain valid for the period specified in Section 3: Data Sheet, commencing on the deadline for submission of proposals. A proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive. During the proposal validity period, the proposer shall maintain its original proposal without any change, including the availability of the key personnel, the proposed rates and the total price. In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request proposers 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. If the proposer agrees to extend the validity of its proposal, it shall be done without any change to the original proposal but will be required to extend the validity of the proposal security, if required, for the period of the extension, and in compliance with Article 17 (Proposal security) in all respects. The proposer has the right to refuse to extend the validity of its proposal without forfeiting the proposal security, if required, in which case, the proposal shall not be further evaluated.
17. Proposal security	A proposal security, if required by Section 3: Data Sheet, shall be provided in the amount and form indicated in the Section 3: Data Sheet. The proposal security shall be valid for a minimum of thirty (30) days after the final date of validity of the proposal. The proposal security shall be included along with the proposal. If a proposal security is required by the RFP but is not found in the proposal, the offer shall be rejected. If the proposal security amount, or its validity period, is found to be less than is required by UNDP, UNDP shall reject the proposal. In the event an electronic submission is allowed in Section 3: Data Sheet, proposers shall include a copy of the proposal security in their proposal and the original of the proposal security must be sent via courier or hand delivery as per the instructions in Section 3: Data Sheet. Unsuccessful proposers' proposal securities will be discharged/returned as promptly as possible but no later than thirty (30) days after the expiration of the period of proposal validity prescribed by UNDP pursuant to Article 16 (Proposal Validity Period). The Proposal security may be forfeited by UNDP, and the proposal rejected, in the event of any, or combination, of the following conditions: • If the proposer withdraws its offer during the period of the proposal validity specified in Section 3: Data Sheet, or; • In the event the successful Proposer fails: ○ to sign the contract after UNDP has issued an award; or ○ 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 proposer.
18. Joint Venture, Consortium or Association	If the proposer is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the proposal, each such legal entity will confirm in their joint proposal that: • 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, and this will be evidenced by a duly notarised agreement among the legal entities, which will be submitted along with the proposal; and • if they are awarded the contract, the contract shall be entered into by and between UNDP and the designated lead entity, who will be acting for and on behalf of all the member entities comprising the joint venture. 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. If a JV, Consortium or Association's proposal is the proposal selected for award, UNDP will award the contract to the joint venture, in the name of its designated lead entity. The lead entity will sign the contract for and on behalf of all other member entities. The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Article 19 (Only one Proposal) herein in respect of submitting only one proposal. The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entities 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. A JV, Consortium or Association, in presenting its track record and experience, should clearly differentiate between: • Those that were undertaken together by the JV, Consortium or Association; and • Those that were undertaken by the individual entities of the JV, Consortium or Association. 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. JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.
19. Only one proposal	The proposer (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. Proposals submitted by two (2) or more proposers shall all be rejected if they are found to have any of the following: • 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 proposer 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 proposer; or some key personnel proposed to be in the team of one proposer 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.

20. Alternative proposals	Unless otherwise specified in Section 3: Data Sheet, alternative proposals shall not be considered. If submission of alternative proposals is allowed in Section 3: Data Sheet, a proposer may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. 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. If multiple/alternative proposals are being submitted, proposer must create an alternate response directly in the system and upload all attachments relevant to the alternate proposal separately together with the alternate response...
21. Pre-proposal conference	When appropriate, a pre-proposal conference will be conducted at the date, time and location and according to any instructions specified in Section 3: Data Sheet. If it is stated in Section 3: Data Sheet that the pre-proposal conference is mandatory, a Proposer which does not attend the pre-proposal conference shall become ineligible to submit a proposal under this RFP. If it is stated in Section 3: Data Sheet that the pre-proposal conference is not mandatory, non-attendance shall not result in disqualification of an interested proposer. UNDP will not issue any formal answers to questions from proposers regarding the RFP or proposal process during the pre-proposal conference. All questions shall be submitted in accordance with Article 38 (Clarification of Proposals). The pre-proposal conference shall be conducted for the purpose of providing background information only. Without limiting Article 24 (Proposers responsibility) proposers shall not rely upon any information, statement or representation made at the pre-proposal conference unless that information, statement or representation is confirmed by UNDP in writing. Minutes of the pre-proposal conference will be disseminated as specified in Section 3: Data Sheet. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the minutes of the proposer's conference or issued/posted as an amendment to RFP.
22. Site inspection	When appropriate, a site inspection will be conducted at the date, time and location and according to any instructions specified in Section 3: Data Sheet. If it is stated in Section 3: Data Sheet that the site inspection is mandatory, a proposer which does not attend the site inspection shall become ineligible to submit a proposal under this RFP. If it is stated in Section 3: Data Sheet that the site inspection is not mandatory, non-attendance, shall not result in disqualification of an interested proposer. Proposers participating in a site inspection shall be responsible for making and obtaining any visa arrangements that may be required for the proposers to participate in a site inspection. Prior to attending a site inspection, proposers shall execute an indemnity and a waiver releasing UNDP in respect of any liability that may arise from: (i) loss of or damage to any real or personal property; (ii) personal injury, disease or illness to, or death of, any person; (iii) financial loss or expense, arising out of the carrying out of that site inspection; and (iv) transportation by UNDP to the site (if provided) as a result of any accidents or malicious acts by third parties. UNDP will not issue any formal answers to questions from proposers regarding the RFP or solicitation process during a site inspection. All questions shall be submitted in accordance with Article 7 (Clarification of solicitation documents).

	A site inspection will be conducted for the purpose of providing background information only. Without limiting Article 24 (Proposers Responsibility), proposers shall not rely upon any information, statement or representation made at a site inspection unless that information, statement or representation is confirmed by UNDP in writing.
23. Errors or omissions	Proposers shall immediately notify UNDP in writing of any ambiguities, errors, omissions, discrepancies, inconsistencies or other faults in any part of the RFP, with full details of those ambiguities, errors, omissions, discrepancies, inconsistencies or other faults. Proposers shall not benefit from such ambiguities, errors, omissions, discrepancies, inconsistencies or other faults.
24. Proposers responsibility to inform themselves	Proposers shall be responsible for informing themselves in preparing their proposal. In this regard, proposers shall ensure that they: • examine and fully inform themselves in relation to all aspects of the RFP, including the Contract and all other documents included or referred to in this RFP; • review the RFP to ensure that they have a complete copy of all documents; • obtain and examine all other information relevant to the project and the scope of the requirements available on reasonable enquiry; • verify all relevant representations, statements and information, including those contained or referred to in the RFP or made orally during any clarification meeting or site Inspection or any discussion with UNDP, its employees or agents; • attend any pre-proposal conference if it is mandatory under this RFP; • fully inform and satisfy themselves as to requirements of any relevant authorities and laws that apply, or may in the future apply, to the supply of the services; and • form their own assessment of the nature and extent of the services required as included in Section 5: Terms of Reference and properly account for all requirements in their proposal. Proposers acknowledge that UNDP, its directors, employees and agents make no representations or warranties (express or implied) as to the accuracy, currency or completeness of this RFP or any other information provided to the proposers.
25. No material change(s) in circumstances	The proposer shall inform UNDP of any change(s) of circumstances arising during the RFP process, including but not limited to: • a change affecting any declaration, accreditation, license or approval; • major re-organisational changes, company re-structuring, a take-over, buy-out or similar event(s) affecting the operation and/or financing of the proposer or its major sub-contractors; • a change to any information on which UNDP may rely in assessing proposals.
SUBMISSION AND OPENING OF PROPOSALS	
26. Instruction for proposal submission	The proposer shall submit a complete proposal in the format and comprising the documents and forms in accordance with requirements in Section 3: Data Sheet. The proposal shall be delivered according to the method specified in Section 3: Data Sheet. The proposal shall be submitted by the proposer or person(s) duly authorized to commit the proposer. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the proposing entity, or, if requested, a Power of Attorney, accompanying the proposal. Proposers must be aware that the mere act of submission of a proposal, in and of itself, implies that the proposer fully accepts the UNDP General Conditions of Contract.
26 a. Online submission	1.1 Electronic submission through online portal shall be governed as follows: • Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in DS;

	• The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. • The Financial Proposal file must be uploaded separately only in the commercial section of the RFP in the system. encrypted with a password so that it cannot be opened nor viewed until the password is provided. • 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 DS. Detailed instructions on how to submit, modify or cancel a bid in the online portal are provided in the system Bidder User Guide made available in the procurement notice site and in the portal.
27. Deadline for Submission of Proposals and Late Proposals	Complete proposals must be received by UNDP in the manner, and no later than the date and time, specified in Section 3: Data Sheet. If any doubt exists as to the time zone in which the Proposal should be submitted, refer to http://www.timeanddate.com/worldclock/. It shall be the sole responsibility of the proposers to ensure that their proposal is received by the closing date and time. UNDP shall accept no responsibility for proposals that arrive late due to any technical issues and shall only recognise the actual date and time that the proposal was received by UNDP. UNDP may, at its discretion, extend this deadline for the submission of proposals by amending the solicitation documents in accordance with Article 8 (Amendment of solicitation documents). In this case, all rights and obligations of UNDP and proposers subject to the previous deadline will thereafter be subject to the new deadline as extended.
28. Withdrawal, substitution and modification of proposals	A proposer may withdraw or modify its proposal after it has been submitted at any time prior to the deadline for submission directly in the system following the instructions provided in the user guide. However, after the deadline for proposal submission, the proposals shall remain valid and open for acceptance by UNDP for the entire proposal validity period, as may be extended.
29. Storage of proposals	Proposals received are kept confidential and unopened in the system as part security protocols built in the system until the proposal opening date stated in Section 3: Data Sheet.
30. Proposal opening	There is no mandatory public bid opening for RFPs however UNDP may at its discretion sent a public bid opening report from the system only to suppliers who successfully submitted a proposal. The report will include only the names of the companies but not the financial proposal.
31. Late proposals	Any proposal received by UNDP after the deadline for submission of proposals will be destroyed unless the proposer requests that it be returned and assumes the responsibility and expenses for the re-possession of the returned proposal documents. In exceptional circumstances, late proposals may be accepted if it is determined that the submission was sent in ample time prior to the proposal closing and the delay could not be reasonably foreseen by the proposer or were due to force majeure.
EVALUATION OF PROPOSALS	
32. Confidentiality	Information relating to the examination, evaluation, and comparison of proposals, and the recommendation of contract award, shall not be disclosed to proposers or any other persons not officially concerned with such process, even after publication of the contract award. Any effort by a proposer or anyone on behalf of the proposer 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 subsequently be subject to the application of prevailing UNDP's vendor sanctions procedures.

33. Evaluation of proposals	UNDP shall evaluate a proposal using only the methodologies and criteria defined in this RFP. No other criteria or methodology shall be permitted. UNDP shall conduct the evaluation solely on the basis of the submitted technical and financial proposals. Evaluation of proposals shall be undertaken in the following steps: - Preliminary examination - Evaluation of minimum eligibility and qualification (if pre-qualification is not done) - Evaluation of technical proposals - Evaluation of financial proposals.
34. Preliminary examination	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.
35. Evaluation of eligibility and qualification	Eligibility and qualification of the proposer will be evaluated against the minimum eligibility and qualification requirements specified in Section 4: Evaluation Criteria and in Article 4 (Eligible proposers). In general terms, vendors that meet the following criteria may be considered qualified: - They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; - They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, - They have the necessary similar experience, technical expertise, production capacity, quality certifications, quality assurance procedures and other resources applicable to the supply of goods and/or services required; - They are able to comply fully with the UNDP General Terms and Conditions of Contract; - They do not have a consistent history of court/arbitral award decisions against the Bidder; and - They have a record of timely and satisfactory performance with their clients.
36. Evaluation of technical and financial proposals	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 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 Section 3: Data Sheet. When necessary, and if stated in the Data Sheet, UNDP may invite technically responsive proposers for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the proposal document where required. When necessary, and if stated in the Section 3: Data Sheet, 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. In the second stage, only the financial proposals of those proposers who achieve the minimum technical score will be opened for evaluation. The evaluation method that applies for this RFP shall be as indicated in Section 3: Data Sheet, 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 Proposers; or (b) the combined scoring method which will be based on a combination of the technical and financial score. When the Data Sheet specifies a combined scoring method, the formula for the rating of the proposals will be as follows: <u>Rating the Technical Proposal (TP):</u> TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100

	<u>Rating the Financial Proposal (FP):</u> FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100 <u>Total Combined Score:</u> Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)
37. Post-qualification/Due Diligence	UNDP reserves the right to undertake a post-qualification assessment, aimed at determining, to its satisfaction, the validity of the information provided by the proposer. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following: a) Verification of accuracy, correctness and authenticity of information provided by the proposer; 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 proposer, or with previous clients, or any other entity that may have done business with the proposer; d) Inquiry and reference checking with previous clients on the performance on on-going or completed contracts, including physical inspections of previous works, as deemed necessary; e) Physical inspection of the proposer's offices, branches or other places where business transpires, with or without notice to the proposer; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
38. Clarification of proposals	UNDP may request clarification or further information in writing from the proposers at any time during the evaluation process. The proposers' responses shall not contain any changes regarding the substance or price of the proposal, except to confirm the correction of arithmetic errors discovered by UNDP in the evaluation of the proposals, in accordance with Instructions to Proposers Article 23 (Errors or omissions). UNDP may use such information in interpreting and evaluating the relevant proposal but is under no obligation to take it into account. Any unsolicited clarification submitted by a proposer 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.
39. Responsiveness of proposal	UNDP's determination of a proposal's responsiveness is to 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. A material deviation, reservation, or omission is one that: a) affects in any substantial way the scope, quality, or performance of the services specified in the contract; or b) limits in any substantial way, inconsistent with the solicitation documents, UNDP's rights or the proposer's obligations under the contract; or c) if rectified would unfairly affect the competitive position of other proposers presenting substantially responsive proposals. If a proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the proposer by correction of the material deviation, reservation, or omission.
40. Nonconformities, reparable errors and omission	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. These are a matter of form and not of substance and can be corrected or waived without being prejudicial to other proposers. Provided that a proposal is substantially responsive UNDP may request the proposer to submit the necessary information or documentation, within a reasonable period, 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 proposer to comply with the request may result in the rejection of its proposal. For financial proposals that have been opened, UNDP shall check and correct arithmetical errors as follows: a) if there is a discrepancy between the unit price and the line-item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case, the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail, and the total shall be corrected; and c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail. If the proposer does not accept the correction of errors, its proposal shall be rejected, and its proposal security may be forfeited.
41. Right to accept any proposal and to reject any or all proposals	UNDP reserves the right to accept or reject any proposals, and to annul the proposal process and reject all proposals at any time prior to contract award, without thereby incurring any liability to the affected proposer or proposers or any obligation to inform the affected proposer or proposers of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
AWARD OF CONTRACT	
42. Award criteria	Prior to expiration of the proposal validity, UNDP shall award the Contract to the qualified proposer based on the award criteria indicated in Section 3: Data Sheet.
43. Right to vary requirement at time of award	At the time the Contract is awarded, UNDP reserves the right to increase or decrease the quantity of services originally specified 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 and the solicitation document.
44. Notification of award	Prior to the expiration of the period of proposal validity, UNDP will notify the successful proposer in writing by email, fax or post, that its proposal has been accepted. Please note that the proposer, if not already registered at the appropriate level in UNGM, will be required to complete the vendor registration process on the UNGM prior to the signature and finalization of the contract.
45. Debriefing	In the event that a proposer is unsuccessful, the proposer may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the proposer's submission, in order to assist the proposer in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the proposer's submission shall not be discussed.
46. Publication of contract award	UNDP will publish the contract award on UNDP Procurement Notices website https://procurement-notice.undp.org/view_awards.cfm which is linked to the <u>United Nations Global Marketplace</u> , with the RFP Reference number, the information of the awarded proposer's company name, contract amount or LTA and the date of the contract.
47. Contract Signature	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 Bid Security, if any, and on which event, UNDP may award the Contract to the Second highest rated or call for new Bids.

48. Contract Type and General Terms and Conditions	The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in Data Sheet, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
49. Performance security	The successful Proposer, if so specified in Section 3: Data Sheet shall furnish a Performance Security in the amount and form specified herein: https://popp.undp.org/document/616/download/en , within the specified number of days after receipt of the Contract from UNDP. Banks issuing performance securities must be acceptable to the UNDP comptroller, i.e. banks certified by the central bank of the country to operate as a commercial bank. The Performance Security form is available here . UNDP shall promptly discharge the proposal securities of the unsuccessful proposers pursuant to Article 17 (Proposal security). Failure of the successful proposer to submit the above-mentioned Performance Security or sign the Contract shall constitute sufficient grounds for the annulment of the award and forfeiture of the proposal security. In that event UNDP may award the contract to the next lowest ranked proposer.
50. Bank guarantee for advance payment	Except when the interests of UNDP so require, it is UNDP's standard practice not to make advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per Section 3: Data Sheet, and if specified there, the proposer shall submit a Bank Guarantee in the full amount of the advance payment using this bank guarantee form available at: https://popp.undp.org/document/4736/download/en. Banks issuing bank guarantees must be acceptable to the UNDP comptroller, i.e. banks certified by the central bank of the country to operate as a commercial bank.
51. Liquidated Damages	If specified in Section 3: Data Sheet, UNDP shall apply Liquidated Damages for the damages and/or risks caused to UNDP resulting from the Contractor's delays or breach of its obligations as per the Contract. The payment or deduction of such liquidated damages shall not relieve the Contractor from any of its other obligations or liabilities pursuant to any current contract or purchase order.
52. Proposal protest	Any proposer that believes to have been unjustly treated in connection with this proposal process or any contract that may be awarded as a result of such proposal process may submit a complaint to UNDP. The following link provides further details regarding UNDP vendor protest procedures: https://www.undp.org/procurement/doing-business-undp/procurement-protest-and-vendor-sanctions
53. Other Provisions	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 goods and/or services, UNDP shall be entitled to the same lower price. The UNDP General Terms and Conditions shall have precedence. 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. 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 https://docs.un.org/en/st/SGB/2006/15

SECTION 3: DATA SHEET (DS)

The following specific data shall complement, supplement or amend the provisions in Section 2: Instructions to Proposers. In case there is a conflict, the provisions herein shall prevail over those in Section 2: Instructions to Proposers.

Ref. Article in Section 2	Data	Specific Instructions / Requirements
1.	Scope	The reference number of this Request for Proposal (RFP) is RfP26/03332: Service provision for the elaboration of a Public Policy Proposal (PPP) on Urban Development in the Republic of Moldova The services include provision of services for the Development of a Public Policy Proposal (PPP) on Urban Development in the Republic of Moldova, as further described in Section 5 of this RFP.
2.	Eligible proposers	Proposers from all countries are eligible to participate in this proposal process.
3.	Clarification of solicitation documents	Any request for clarification of solicitation documents must be sent directly in the system through Quantum message functionality. ATTENTION: PROPOSALS (OR ANY PART OF IT) SHALL NOT BE SUBMITTED IN THE ABOVE MANNER. Deadline for submitting requests for clarifications / questions: 5 (five) working days before the submission deadline Supplemental information to the RFP and responses / clarifications to queries will be posted directly in the system.
4.	Language	All proposals, information, documents and correspondence exchanged between UNDP and the proposers in relation to this solicitation process shall be in English and/or Romanian
5.	Partial proposals	Submitting proposals for parts or sub-parts of the TOR is: Not allowed
6.	Currencies	Prices shall be quoted only in the currency indicated in the system: • USD (United States Dollars) – applicable to both international and local Bidders; or • MDL (Moldovan Leu) – applicable to local Bidders only. For the purpose of bid evaluation, all financial offers shall be converted into USD using the United Nations Operational Rate of Exchange (UNORE) applicable on the bid submission deadline, available at: https://treasury.un.org/operationalrates/OperationalRates.php If the contract is awarded to a local Bidder that submitted its financial offer in USD, payments will be made in MDL based on UN Operational Rate of Exchange valid on the date of money transfer, as per the “payment terms and conditions” stipulated in this solicitation document: https://treasury.un.org/operationalrates/OperationalRates.php

		UNDP shall not be kept liable for any fluctuations of the exchange market during contract implementation, the Contractor being legally responsible to register any loss/gain of currency exchange resulting from payments against the Contract in accordance with the national legislation.
7.	Duties and taxes	All prices shall: Be exclusive of VAT and other applicable indirect taxes.
8.	Proposal validity period	90 days
9.	Proposal security	Not Required
10.	Alternative proposals	Shall not be considered.
11.	Pre-proposal conference	Will not be conducted
12.	Site inspection	A site inspection will not be held.
13.	Instructions for proposal submission	Proposals must be submitted directly in Quantum . Allowable manner of submitting proposals: ▪ File Format: PDF files only ▪ File names must be clearly indicative of the file content and uploaded in the relevant section as instructed in the system. File names must be in English or in the language specified in this document as the bid language. ▪ All files must be free of viruses and not corrupted. ▪ It is recommended that the entire Proposal be consolidated into as few attachments as possible. ▪ The proposer should receive an email acknowledging receipt of the proposal by the system. ▪ The Financial Proposal (Forms J and K) shall be submitted directly in the system only in the “Commercial section” of the requirements. Non-compliance with this instruction may result in rejection of the proposal received.
14.	Deadline for proposal submission	Deadline for proposal submission is indicated in the portal . In case of discrepancies between the deadline in the system and deadline indicated elsewhere, the one in the system prevails. Note that system time zone is in EST/EDT (New York) time zone.
15.	Proposal Opening	Public proposal opening will NOT be held
16.	Evaluation of technical and financial proposals	Evaluation will be based on: ☒ Lowest Priced substantially compliant proposal The maximum number of technical points is detailed in Section 4: Evaluation Criteria To be substantially compliant, Proposers must obtain a minimum threshold of 70% of maximum points from technical evaluation.

17.	Right to vary requirement at time of award	The maximum percentage by which quantities may be increased or decreased is 25%
18.	Contract award to one or more proposer	UNDP will award a contract to: One Bidder Only
19.	Type of contract to be awarded	Contract Face Sheet More information can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html See Section 6 for link to sample contract.
20.	Expected date for commencement of contract	10 September 2026
21.	Conditions of contract to apply	UNDP General Terms and Conditions for contracts (goods and/or services) See Section 6 for link to the contract terms.
22.	Performance Security	Not Required
23.	Advance payment	Not Allowed
24.	Liquidated damages	Will be imposed as follows: Percentage of contract price per week of delay: 2.5% up to a maximum of 10% of the Contract value, after which UNDP may terminate the contract.
25.	Documents to be submitted with your Proposal	▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including list of relevant institutions the Company has been cooperating with, including the topic and year must be presented together with the application package. ▪ Certificate of Incorporation/ Business Registration ▪ Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Bidder, if any ▪ Latest Audited Financial Statements (Income Statements and Balance Sheets) including Auditor's Reports (for international companies) or registered Financial Report at the Statistical Bureau (for local companies) for the past 3 (three) years for the Bidder (2023-2025) ▪ Statement of Satisfactory Performance from the Top three (3) Clients in terms of Contract Value per each JV partner/Subcontractor (if the case) ▪ A copy of preliminary Agreement in case of Consortium or sub-contracting. In case of subcontracting, division of roles and responsibilities should be presented as part of the Methodology, Approach and Implementation Plan. ▪ 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 ▪ Implementation Plan (sequence of actions) for the services required in the ToR ▪ Copies of contracts to prove that Offeror meets the similar experience requirement (stated under Section 4: Evaluation Criteria)

		- CVs and Statements of Exclusivity and Availability (signed by the envisaged person) of the Key personnel (mentioned under in Section 5: ToR), including experience relevant to the required skills Dully filled in Proposal Forms A-K (as per Section 7: Proposal Forms). Forms A-I, representing the Technical Proposal, shall be submitted directly in the system in the “Technical section” of the requirements. Forms J and K, representing the Financial Proposal shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.
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SECTION 4: EVALUATION CRITERIA

Preliminary Examination Criteria

All criteria will be evaluated on a **Pass/Fail basis** and checked during Preliminary Examination.

Criteria	Documents to establish compliance
Completeness of the Proposal	All documents requested in Section 2: Instructions to Bidders Articles 11 and 12 have been provided and are complete.
Proposer accepts UNDP General Conditions of Contract as specified in Section 6.	Duly signed and stamped Form C: Technical Proposal Submission has been provided.
Proposal Validity	Duly signed and stamped Form C: Technical Proposal Submission has been provided.
Appropriate signatures	Proposal Forms have been duly signed and stamped.
Power of Attorney [if applicable]	Certified Letter of Appointment and/or power of attorney authorizing the representative of the Bidder to sign bids has been provided.

Minimum Eligibility and Qualification Criteria:

Minimum eligibility and qualification criteria will be evaluated on a **Pass/Fail basis**.

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

Eligibility Criteria	Documents to establish compliance
Legal Status: Proposer is a legally registered entity	Form D: Proposer Information
Eligibility: Vendor is not suspended, nor otherwise identified as ineligible by any UN Organization, the World Bank Group or any other International Organisation in accordance with Section 2 Article 4.	Form C: Technical Proposal Submission
Conflict of Interest: No conflicts of interest in accordance with Section 2 Article 4.	Form C: Technical Proposal Submission

Bankruptcy: The Proposer has not declared bankruptcy, in 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 C: Technical Proposal Submission
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Qualification Criteria	Documents to establish compliance
History of non-performing contracts¹: Non-performance of a contract did not occur as a result of contractor default within the last 3 years ¹ .	Form F: Eligibility and Qualification
Litigation History: No consistent history of court/arbitral award decisions against the Proposer for the last 3 years.	Form F: Eligibility and Qualification
Previous Experience:	
At least 5 years of experience in public policy development, urban development, local and/or regional development, territorial planning, socio-economic analysis, strategic planning or related fields in the Republic of Moldova <i>(For JV/Consortium/Association, each member should meet the minimum criteria).</i>	Form F: Eligibility and Qualification
At least 3 (three) successfully completed assignments during the last five years involving the preparation, revision or evaluation of public policy documents, development strategies, analytical studies, ex-ante assessments or institutional diagnostics in urban, territorial, regional or municipal development, local public administration, public infrastructure, public investment or related policy areas. Each assignment must have included at least three of the following components: situation and problem analysis; stakeholder or institutional assessment; formulation and assessment of policy options; preparation of policy objectives, measures or recommendations; and development of implementation, monitoring or evaluation arrangements. <i>(For JV/Consortium/Association, all cumulatively should meet requirement).</i>	Form F: Eligibility and Qualification
Minimum Key Personnel:	

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 Employer's 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.

The minimum key personnel mandatory for the implementation of the contract: • Project Manager (Team Leader) - Public Policy and Urban Development Expert • Key Expert – Strategic Urban and Territorial Planning • Key Expert – Public Policy Analysis, Financing and Monitoring The Proposer could consider proposing additional personnel if it is required for the successful implementation of the assignment, however, only the above listed will be evaluated against evaluation criteria in Section 4. <i>Please note: The above listed roles can be cumulated by certain team members, but not more than two roles per team member, clarifying in the Methodology the reasoning for such approach and distribution of tasks.</i> <i>(For JV/Consortium/Association, all cumulatively should meet requirement).</i>	Attach required documents to Form H: Format for CV of proposed Key Personnel
Financial Standing:	
Liquidity: The Ratio Average current assets / Current liabilities over the last 3 (three) years must be equal or greater than 1. Proposers must include in their Proposal audited balance sheets cover the last 3 (three) years. <i>If QR is less than 1: UNDP shall verify financial capacity of the bidder and has the authority to seek references from concerned parties & banks on the bidder's financial standing. UNDP has the right to reject any bid if submitted by a contractor whom investigation leads to a result that he is not financially capable and/or had serious financial problems.</i> <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Copy of audited financial statements for the last 3 (three) years. Form F: Eligibility and Qualification
Turnover: Proposers should have an average annual sales turnover of minimum of 30,000 USD (Thirty thousand) for the last 3 (three) years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Copy of audited financial statements for the last 3 (three) years. Form F: Eligibility and Qualification

Technical Evaluation Criteria

Summary of technical proposal evaluation sections		Points obtainable
1.	Proposer's qualification, capacity and experience	300
2.	Proposed methodology, approach and implementation plan	400
3.	Management structure and key personnel	300

Total:	1000
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Section 1. Proposer's qualification, capacity and experience		Points obtainable
1.1	Reputation of organisation and staff credibility / reliability / industry standing: - A company is a well-known market player, based on reference letters – up to 15 pts. - Financial statement: (between \$30,000 and \$35,000 of average annual turnover for last three years – 15 pts, between \$35,001 and \$50,000 – 25 pts; more than \$50,001 – 35 pts)	50
1.2	Relevance of specialised knowledge and experience on similar engagements done in the region / country: - At least five years of relevant experience in public policy development, urban development, local or regional development, territorial planning, socio-economic analysis, strategic planning or related fields. (5 years = 50 pts; each additional year = 10 pts. up to max. 60 pts) - At least three successfully completed assignments during the last five years involving the preparation, revision or evaluation of public policy documents, development strategies, analytical studies, ex-ante assessments or institutional diagnostics in urban, territorial, regional or municipal development, local public administration, public infrastructure, public investment or related policy areas. Each assignment must have included at least three of the following components: situation and problem analysis; stakeholder or institutional assessment; formulation and assessment of policy options; preparation of policy objectives, measures or recommendations; and development of implementation, monitoring or evaluation arrangements. (3 assignments = 30 pts.; 10 pts. for each additional assignment, up to max. 60 pts)	120
1.3	Experience working with central or local public authorities. (one assignment = 10 pts, for each additional assignment 10 pts up to max 30 pts, no assignments = 0 pts.) Experience working with UN or other International Organisations and Development Agencies: (one assignment = 10 pts, for each additional assignment 10 pts up to max 30 pts, no assignments = 0 pts.)	60
1.4	General organizational capability which is likely to affect implementation: management structure, project management controls, extent to which additional cross cutting priorities can be integrated. - Project management controls (organigram) (no – 0 pts, yes – 20 pts) Capacity to integrate cross-cutting priorities: Demonstrated experience integrating sustainability, green and digital transition, inclusion, accessibility, gender equality, data use and results-based monitoring into relevant assignments.	50

	(one assignment = 10 pts, for each additional assignment 10 pts up to max 30 pts, no assignments = 0 pts.)	
1.5	Organisation Commitment to Sustainability - Organisation is compliant with ISO 14001 or equivalent – 5 pts. - Organisation is a member of the UN Global Compact – 5 pts. - Organisation demonstrates significant commitment to sustainability through some other means (for example internal company policy documents on women empowerment, climate change, renewable energies or membership of trade institutions promoting such issues) – 10 pts.	20
Total Section 1:		300

Section 2. Proposed methodology approach and implementation plan		Points obtainable
2.1	To what degree does the Proposer understand the objectives, scope, and requirements of the assignment? • Excellent Understanding: The proposer demonstrates a comprehensive and in-depth understanding of the assignment, objectives, and expected results; proposal fully reflects ToR requirements and provides strong evidence of the ability to meet and exceed them 100 pts. (100 %) • Good Understanding: The proposer demonstrates a good understanding of the assignment; proposal addresses ToR requirements well and provides adequate evidence of capacity to deliver. 90 pts. (90%) • Satisfactory Understanding: The proposer demonstrates a general understanding of the assignment; proposal addresses most ToR requirements but with some gaps or limited supporting evidence. 70 pts. (70%) • Poor Understanding: The proposer shows limited understanding of the assignment; proposal addresses ToR requirements superficially and provides weak supporting evidence. 40 pts. (40%) • Very poor Understanding: The proposer shows very little understanding of the assignment; proposal largely fails to address ToR requirements 10 pts. (10%) • No submission: Information has not been submitted or completely unacceptable: 0 pts	100
2.2	To what extent is the proposed methodology appropriate, coherent and sufficiently detailed to deliver the required Public Policy Proposal and related outputs? • Excellent (100 points): Comprehensive, coherent and context-specific methodology covering all essential analytical and policy-development stages. • Good (90 points): Sound methodology covering nearly all requirements, with only minor gaps. • Satisfactory (70 points): Generally acceptable methodology, but some elements are insufficiently developed. • Poor (40 points): Methodology is incomplete, generic or insufficiently adapted to the assignment. • Very Poor (10 points): Methodology is largely inadequate and omits critical stages. • No submission/Unacceptable (0 points): No assessable methodology has been provided.	100

2.3	To what extent is the implementation plan logical, realistic and consistent with the activities, deliverables and nine-month assignment period? • Excellent (100 pts): The plan is clear, detailed and well sequenced, with realistic timelines, milestones, dependencies and allocation of working days and responsibilities among the experts. • Good (90 pts): The plan is logical and realistic, with generally appropriate allocation of time and resources; only minor adjustments may be required. • Satisfactory (70 pts): The plan is generally feasible but contains gaps, unclear dependencies or questionable assumptions regarding timing or resources. • Poor (40 pts): The plan lacks coherence, contains unrealistic sequencing or provides insufficient allocation of resources. • Very Poor (10 pts): The plan is largely unfeasible or inconsistent with the required deliverables. • No submission / Unacceptable (0 pts): No adequate implementation plan has been provided.	100
2.4	To what extent does the proposal provide an effective approach to stakeholder consultation, validation, quality assurance and management of implementation risks? • Excellent (100 pts): Provides a comprehensive and practical stakeholder engagement, quality assurance and risk-management approach, clearly integrated into implementation. • Good (90 pts): Provides a sound approach covering most relevant aspects, with only minor gaps. • Satisfactory (70 pts): Provides a generally acceptable approach but lacks detail in some important areas. • Poor (40 pts): Provides weak or incomplete arrangements that raise concerns regarding consultation quality, coordination or delivery. • Very Poor (10 pts): The proposed arrangements are largely inadequate and fail to address major implementation risks. • No submission / Unacceptable (0 pts): No adequate information has been provided.	100
Total Section 2		400

Section 3. Management Structure and Key Personnel		Points Obtainable
Project Manager (Team Leader) Public Policy and Urban Development Expert		100
University degree in Public Policy, Public Administration, Urban or Regional Development, Economics, Territorial Planning, Law or a related field. No = 0 pts, Bachelor's degree = 10pts.; Master's degree or higher = 20 pts	20	
Minimum 7 years of experience in project management, coordination, or implementation of development or advisory services in assignment relevant areas 7 years = 20 pts., over 7 years= 25 pts.	25	
Experience leading assignments involving public policy documents, analytical studies, development strategies, ex-ante assessments, policy options analysis or other policy-oriented processes. Fewer than 5 assignments = 0 points; 5 assignments = 15 points; over 5 years = 25 points.	20	
Demonstrated experience related to Moldova's public policy development framework, local public administration, regional development or territorial development. Each relevant assignment = 5 pts, up to a max of 15 pts, no assignments = 0 pts	15	
Experience coordinating multi-stakeholder assignments involving public authorities, development partners, civil society or other relevant actors = 5 pts	10	

Experience related to EU policy priorities, EU cohesion policy, integrated territorial development or development partner-funded assignments = 5 pts Points obtainable = 10 pts		
Proficiency in Romanian and English is considered an advantage. Romanian=5 pts, English = 5 pts; points obtainable = 10 pts.	10	
Key Expert - Strategic Urban and Territorial Planning		100
University degree in Urban Planning, Spatial or Territorial Planning, Architecture, Geography, Regional Development, Public Administration or a related field. No degree = 0 pts, Bachelor's degree = 10 pts., Master degree or higher = 20 pts.	20	
At least five years of professional experience in urban planning, territorial development, local development, regional development or integrated development planning. Less than five (5) years of experience = 0 pts., 5 years = 15 pts., each additional year = 5 pts., up to 25 pts.	25	
Experience in assignments related to urban development, local or regional development strategies, territorial analysis, Smart City concepts, growth poles, infrastructure planning or investment-oriented local planning. Fewer than 3 relevant assignments = 0 points; 3 assignments = 15 points; each additional assignment = 5 pts, up to 25 points.	25	
Experience in assignments addressing urban systems, functional urban areas, urban–rural linkages, public service delivery, local infrastructure or accessibility. No relevant assignment = 0 points; 1 relevant assignment = 5 points; 2 or more relevant assignments = 10 points.	10	
Experience with EU approaches to integrated urban development, territorial cohesion, functional urban areas, Smart City or comparable integrated city-level planning processes, including the development of practical planning frameworks, methodologies, guidelines or model documents for local public authorities. No relevant assignment = 0 points; 1 relevant assignment = 5 points; 2 or more relevant assignments = 10 points.	10	
Proficiency in Romanian and English is considered an advantage Romanian = 5 pts, English = 5 pts; up to a maximum of 10 pts	10	
Key Expert - Public Policy Analysis, Financing and Monitoring		100
University degree in Economics, Public Policy, Public Administration, Public Finance, Regional Development, Monitoring and Evaluation or a related field. No degree = 0 pts, Bachelor's degree = 10 pts., Master degree or higher = 20 pts	20	
At least five years of professional experience in public policy analysis, local urban development, local and/or regional development, public finance, public investment planning, monitoring and evaluation and/or results-based management. Less than 5 years = 0 points; 5 years = 20 points; over 5 years = 25 points.	25	
Experience in relevant assignments, including public policy documents, ex-ante assessments, local or regional development strategies, urban or municipal development initiatives, policy-options assessment, institutional diagnostics, financing analysis or monitoring frameworks. No relevant experience = 0 pts; 3 assignments = 15 pts, each additional assignment = 5 pts, up to max 25 pts	25	
Experience in assignments implemented in Moldova involving national policy planning, local public administration, regional or urban development, municipal service delivery, local economic development, public investment planning or prioritization, amalgamation, inter-municipal cooperation, or cooperation between urban centres and surrounding communities. No relevant assignment = 0 pts, 1 relevant assignment = 5 pts, 2 or more relevant assignments = 10 pts	10	

Demonstrated skills in data interpretation, policy-options assessment, costing and financing analysis, identification of financing sources, indicator formulation, implementation planning and results-based monitoring. Relevant experience in analytical, costing, financing and monitoring work = 5 points Experience with EU-related policy frameworks, performance-based budgeting or development partner-funded local development initiatives = 5 points Total points obtainable: 10	10	
Proficiency in Romanian and English is considered an advantage Romanian = 5 pts, English = 5 pts; up to a maximum of 10 pts	10	

SECTION 5. TERMS OF REFERENCE

I. Background and Rationale

The Republic of Moldova is advancing a broad reform and modernization agenda in the context of its European integration process, the implementation of the Economic Growth Plan, and the need to progressively align national, regional and local development policies with the principles of EU cohesion policy. This alignment is also relevant in light of the new EU regulatory proposals for the 2028–2034 period, including those related to the European Fund for Economic, Social and Territorial Cohesion, the European Regional Development Fund, the Cohesion Fund, and the budget performance framework. Urban development has an increasingly important role in this process, particularly in relation to balanced territorial development, green and digital transition, social cohesion, improved public services, territorial competitiveness, and more effective use of public investments.

At present, urban development in Moldova remains affected by fragmented planning, uneven local capacities, disparities between urban and rural areas, limited integration between sectoral investments, and insufficient use of data and evidence in strategic decision-making. While several cities have benefited from targeted support and pilot initiatives, including the Smart City concepts developed for Cahul and Ungheni with UNDP support, there is a need to consolidate the lessons learned and use them to inform a coherent national policy approach to future urban development interventions across the country.

The need for a national policy approach is further reinforced by several ongoing and upcoming developments. The National Programme for Growth Pole Cities is expected to be completed in 2027, creating the need to define the next stage of support for urban centres. Also, the results of voluntary and normative amalgamation processes are expected to reshape the territorial and administrative landscape, including through new functional relationships between towns and rural communities and the possible emergence or consolidation of new urban centres. These developments require a clearer policy vision on the role of cities in local economic development, service provision, territorial cohesion, and access to future investment opportunities.

In this context, UNDP intends to support the elaboration of a Public Policy Proposal (PPP) on Urban Development, in line with the national methodological framework for public policy development, including the provisions of Government Decision No. 386/2020, Chapter III. The document will serve as an analytical and policy foundation for defining future interventions in the field of sustainable urban development. It is expected to identify the main policy problems, define objectives, assess possible policy options, formulate recommendations, and propose implementation, coordination and monitoring arrangements.

The PPP will build on the experience accumulated through the development of the Smart City concepts for Cahul and Ungheni, as well as on relevant national and local policies, programmes and initiatives. It will also take into account the completion of the National Programme for Growth Pole Cities, the implications of voluntary and normative amalgamation, and emerging European funding and policy requirements for the 2028–2034 period, particularly in relation to economic, social and territorial cohesion, regional development, performance-based budgeting and integrated territorial investments.

The policy proposal is expected to promote an integrated, polycentric and results-oriented approach to urban development, moving beyond fragmented urban interventions and isolated infrastructure projects towards coordinated interventions that combine economic competitiveness, mobility and connectivity, modern public services, climate resilience, energy efficiency, digital transformation, inclusion, accessibility and quality of life.

The assignment will also support the development of a practical basis for integrated urban development strategies at local level. In this regard, a model document or proposed structure for local integrated urban development strategies shall be developed, which can guide cities, including post-amalgamation urban centres, in preparing coherent, evidence-based and investment-oriented local planning documents aligned with national priorities and future funding opportunities.

The team carrying out the assignment shall include national expertise with strong knowledge of Moldova's urban development framework, territorial planning, local public administration, public policy development requirements, and post-amalgamation context.

Collectively, the team shall combine expertise in urban policy and planning, strategic territorial development, local and regional development, public policy analysis, stakeholder consultation, monitoring and evaluation, and relevant European approaches and good practices.

The experts will conduct the necessary analysis, facilitate consultations, prepare the draft Public Policy Proposal, develop the proposed structure for local integrated urban development strategies, integrate feedback, and finalize the document for submission to UNDP and relevant national counterparts.

II. Scope of Work

The overall objective of the assignment is to support the elaboration of a Public Policy Proposal on Urban Development, in line with the provisions of Government Decision No. 386/2020, Chapter III. The document shall provide a clear analytical and policy basis for identifying the main urban development challenges, defining policy objectives, assessing policy options, and recommending a feasible course of action for sustainable urban development in the Republic of Moldova.

The assignment is expected to provide a solid analytical, methodological and consultative basis for future national interventions in urban development, aligned with the Republic of Moldova's European integration agenda, the Economic Growth Plan, territorial reform processes, national public policy requirements, and emerging EU cohesion policy priorities for the 2028–2034 period.

The Public Policy Proposal shall build on existing national and local experience, including lessons learned from the Smart City concepts developed for Cahul and Ungheni with UNDP support. It shall also provide a practical foundation for the preparation of integrated urban development strategies at local level, including for existing cities and post-amalgamation urban centres.

To achieve this objective, the experts shall carry out the following tasks:

I. Analytical and methodological groundwork

- Conduct a desk review of relevant national and sectoral policy documents, legal and regulatory frameworks, strategic planning documents, public investment frameworks, statistical and administrative data, and ongoing reform processes relevant to urban development, regional development, local public administration, territorial planning, decentralization, amalgamation, green and digital transition, and EU integration.
- Review relevant EU approaches, funding priorities and new regulatory proposals for the 2028–2034 period, including, as relevant, the proposals related to the European Fund for Economic, Social and Territorial Cohesion, the European Regional Development Fund, the Cohesion Fund and the budget performance framework.
- Develop the methodological approach for preparing the Public Policy Proposal, including the analytical structure, key definitions, scope of analysis, data sources, consultation process, intervention logic, and alignment with national requirements for public policy documents.
- Prepare the conceptual delimitations required for the Public Policy Proposal, including definitions and clarifications related to urban development, urban centres, functional urban areas, growth poles, integrated urban development, territorial cohesion, smart cities, public investments and local integrated urban development strategies.

II. Situation analysis and policy problem identification

- Conduct an ex-ante and situation analysis of the urban development policy area, including demographic and territorial trends, urban-rural disparities, accessibility and connectivity, the role of secondary cities and growth poles, public service delivery, infrastructure gaps, local economic development potential, public finance capacities, investment needs and institutional constraints.
- Monitor the evolution of the administrative-territorial reform and voluntary amalgamation processes, and analyse their implications and those of any potential administrative-territorial reorganization measures for the future urban system, including the role and functions of cities, functional relationships between cities and surrounding rural communities, public service delivery, territorial planning and investments, and the possible emergence or consolidation of new urban centres.
- Analyse the implications of voluntary and normative amalgamation processes for the future urban system, including new functional relationships between towns and surrounding rural communities and the possible emergence or consolidation of new urban centres.
- Analyse the results and lessons learned from relevant local urban development initiatives, including the Smart City concepts developed for Cahul and Ungheni, with a view to identifying approaches, instruments and practices that may be scaled up, adapted or reflected in the Public Policy Proposal.

- Identify and describe the main policy problem, its causes and effects, affected groups, rationale for Government intervention, and risks of maintaining the current situation.

III. Policy objectives, options and recommended intervention

- Define the general and specific objectives of the Public Policy Proposal, expected results and key areas where policy action is required.
- Develop and assess possible policy options, including the baseline/status quo option and alternative intervention scenarios, taking into account expected impact, feasibility, implementation capacity, institutional implications, risks, estimated costs and potential financing sources.
- Identify and justify the recommended policy option, including the proposed intervention logic, priority measures, implementation stages, institutional responsibilities and expected contribution to balanced territorial development, urban competitiveness, improved public services, green and digital transition, inclusion, accessibility and quality of life.

IV. Implementation, financing and local strategy framework

- Propose practical policy instruments and implementation mechanisms to support integrated urban development, including institutional coordination arrangements, support mechanisms for cities, links with public investment planning, possible financing instruments, and approaches for supporting post-amalgamation urban centres.
- Prepare an indicative implementation framework for the recommended policy option, including key actions, stages, timelines, responsible institutions, coordination mechanisms and follow-up steps.
- Prepare indicative financial considerations for the recommended policy option, including estimated resource needs, possible financing sources and links with national and future European funding opportunities.
- Develop a model document or proposed structure for integrated urban development strategies at local level, including recommended chapters, analytical requirements, consultation steps, investment prioritization logic, implementation arrangements, indicative financing considerations and monitoring elements.

V. Monitoring, consultation and finalization

- Propose a results-based monitoring and evaluation framework for the Public Policy Proposal, including outcome and output indicators, implementation milestones, institutional responsibilities, reporting arrangements and links with relevant national and EU performance frameworks.
- Facilitate consultations with relevant national and local stakeholders, including central public authorities, local public authorities, regional development institutions, development partners, civil society, private sector representatives and other relevant actors.
- Prepare the draft Public Policy Proposal on Urban Development and related supporting materials, ensuring a clear, evidence-based, operational and policy-oriented structure.
- Present the draft document in validation meetings or workshops, collect feedback from stakeholders and revise the document accordingly.
- Finalize the Public Policy Proposal on Urban Development, including the recommended policy option, implementation framework, indicative financial considerations, monitoring and evaluation framework, and the model structure for local integrated urban development strategies, and submit the final package to UNDP and relevant national counterparts for further consideration, consultation and approval procedures.

The assignment shall be implemented through a combination of desk research, policy and legal analysis, review of statistical and administrative data, stakeholder consultations, working meetings with UNDP and national counterparts, and validation workshops. The process shall ensure that the final document is evidence-based, aligned with national and EU policy priorities, institutionally feasible, and suitable for use as a foundation for future local integrated urban development strategies and public investment planning.

III. Key Activities, Deliverables and Tentative Timetable

#	Key activities and deliverables	Tentative timeframe
1	Task 1: Inception Phase and Methodological Framework Development • Initial coordination meetings with UNDP and relevant national counterparts; • Review of available information, institutional expectations and required approval/consultation procedures; • Development of the detailed methodology for preparing the Public Policy Proposal, in line with Government Decision No. 386/2020, Chapter III; • Definition of the analytical framework, key concepts, data sources, consultation process and work plan; • Preparation of the proposed structure/table of contents of the Public Policy Proposal and the preliminary outline of the model structure for local integrated urban development strategies. Deliverable 1: Inception Report, including methodology, analytical framework, detailed work plan, stakeholder engagement plan, proposed table of contents of the PPP, and preliminary outline of the model structure for local integrated urban development strategies. This deliverable shall be subject to review and approval by UNDP.	Deliverable 1: Month 1 after contract signing
2	Task 2: Desk Review, Conceptual Delimitations and Situation Analysis • Review of relevant national and sectoral policy documents, legal and regulatory frameworks, strategic planning documents, public investment frameworks, statistical and administrative data, and ongoing reform processes relevant to urban development; • Analyse and monitor the evolution of the administrative-territorial reform and voluntary amalgamation processes, including assessing their implications for the role and functions of cities, urban governance, inter-municipal cooperation, public service delivery, territorial planning and public investments; • Review of the Economic Growth Plan, the National Programme for Growth Pole Cities, relevant national and local policies and programmes, and Smart City concepts developed for Cahul and Ungheni with UNDP support; • Review of relevant EU approaches, funding priorities and new regulatory proposals for the 2028–2034 period, including those related to the European Fund for Economic, Social and Territorial Cohesion, the European Regional Development Fund, the Cohesion Fund and the budget performance framework; • Preparation of conceptual delimitations and key definitions relevant to urban development, urban centres, functional urban areas, growth poles, territorial cohesion, smart cities, public investments and integrated urban development strategies; • Analysis of demographic, territorial, economic, institutional, infrastructure, service delivery, public finance and investment-related aspects of urban development in Moldova. Deliverable 2: Draft Chapter 1 of the Public Policy Proposal: Conceptual Delimitations, Situation Analysis and Policy Problem Identification, prepared in line with the agreed methodology and covering the analytical basis required for defining the policy problem and subsequent policy options. This deliverable shall be subject to review and approval by UNDP.	Deliverable 2: Months 2–3

#	Key activities and deliverables	Tentative timeframe
3	Task 3: Policy objectives, options and recommended intervention • Define the general and specific objectives of the Public Policy Proposal, based on the identified policy problem and aligned with national and EU-related priorities. • Develop and assess policy options, including the baseline/status quo option and possible intervention scenarios. • Recommend the preferred policy option and present its intervention logic, priority directions, expected results and institutional implications. • Consult UNDP and relevant national counterparts on the proposed objectives, options and recommended intervention, and adjust accordingly. Deliverable 3: Draft Chapter 2 of the Public Policy Proposal: Policy Objectives, Policy Options and Recommended Intervention, including the objectives, assessed policy options, recommended option and intervention logic. This deliverable shall be subject to review and approval by UNDP.	Deliverable 3: Months 3–6
4	Task 4: Implementation, financing and local strategy framework • Propose implementation mechanisms for the recommended policy option, including coordination arrangements, support for cities and links with public investment planning. • Prepare an indicative implementation and financing framework, including key actions, timelines, responsibilities, resource needs and possible funding sources. • Develop a practical model document for local integrated urban development strategies, providing a clear structure and user-friendly guidance on analysis, investment prioritization, implementation and monitoring. Deliverable 4: Draft Chapter 3 of the Public Policy Proposal: Implementation, Financing and Local Strategy Framework, including the proposed implementation mechanisms, indicative implementation and financing framework, and a practical model document for the integrated urban development strategies. This deliverable shall be subject to review and approval by UNDP.	Deliverable 4: Months 5–7
5	Task 5: Monitoring, consultation, validation and finalization • Prepare the monitoring elements for the Public Policy Proposal, including indicators, milestones, reporting arrangements and responsibilities. • Facilitate consultations with relevant national and local stakeholders to review the draft Public Policy Proposal and supporting materials. • Present the draft document in validation meetings, collect feedback and revise the content accordingly. • Finalize the Public Policy Proposal and related annexes for submission to UNDP and relevant national counterparts for further consultation and approval procedures. Deliverable 5: Final Public Policy Proposal on Urban Development, including the recommended policy option, implementation and financing framework, monitoring elements, practical model document for local integrated urban development strategies, and related supporting materials. This deliverable shall be subject to review and approval by UNDP.	Deliverable 5: Months 7–9

IV. Institutional Arrangements

The Contractor will be awarded a contract with UNDP for the provision of services under this assignment and will work under the supervision of the UNDP Project Manager.

The activity reports submitted to UNDP shall be prepared in accordance with the guidance provided by UNDP, in English, and delivered in electronic format.

All analytical outputs, including the Final Public Policy Proposal on Urban Development and related deliverables intended for dissemination and use by national stakeholders, shall be prepared in Romanian, and if necessary, translated to Russian.

All deliverables shall be subject to review, comments and formal approval by UNDP prior to acceptance.

All data and information received from UNDP and stakeholders during the execution of this assignment shall be treated as confidential and used exclusively for the purposes of this assignment.

All intellectual property rights arising from the execution of this assignment shall be vested in UNDP.

The Contractor shall be responsible for organizing all necessary consultations, meetings and validation workshops, and shall ensure effective engagement of stakeholders throughout the process.

V. Duration of the Assignment

The estimated duration of the assignment is **9 (nine) months** from the date of contract signature.

The implementation timeline is indicative and may be adjusted depending on external factors, including availability of data and coordination with national counterparts.

UNDP shall have up to 10 (ten) working days to review submitted deliverables, provide comments and confirm acceptance, depending on the stage of implementation.

VI. Reporting requirements

The Supplier shall report delivery progress to UNDP Moldova and perform all services on time.

The progress report shall be in a form acceptable to the Project responsible and shall indicate: (a) progress of delivery and annexes; and (b) where any activity is behind the contract completion, giving comments and likely consequences and stating the corrective action being taken.

VII. Communication and Visibility

Any public reference to the Project or UNDP and any other supporting programs, as well as to any products created under the agreements signed with benefiting companies shall be subject to prior approval of the Project team. It is mandatory for visibility elements of the Project and donors to be placed on reports, papers, products developed in the frame of the envisaged contract. The project will provide the necessary Logos, visuals and templates to be used for information materials.

VIII. Professional Qualifications of the Successful Contractor and its Key Personnel

The bidder shall provide sound argumentation of the proposal by demonstrating compliance with the ToR and the environment in which it will provide the services.

The application should identify the exact experts that will be involved in the activities, with clear description of their experience.

The bidder shall include information on the volume of allocated resources to carry out the assignment.

A breakdown per working days allocated for each deliverable shall be submitted, clearly explaining the role of the team members involved in producing the deliverable. In this context, the Service Provider shall ensure a clear presentation of distribution of tasks and allocation of working days deemed necessary for engagement of Key staff in the fieldwork.

Bidders should enclose a résumé for each member anticipated to be assigned to the project and should include specific information on the experience and roles.

Only Key staff will be subject to technical evaluation.

Bidders agree that the Key staff included into the bid will participate in the project at the level and duration specified unless agreement is provided in writing by the UNDP Project Team to allow substitutions.

The résumés submitted for the Key project personnel should be detailed and comprehensive. Specifically, résumés should include:

- Anticipated role and level of participation in the project
- Previous experience relevant to the assigned role in the project
- Education, training and certification details
- Contact information (name, title, organization, mailing address, phone, and email) of a minimum of three business references
- Language skills

Bidders should describe, in detail, their previous corporate experience in similar assignments, if any. This section should include the corporate experience as well as the role of any subcontracted organization(s) indicated in the Bidder's proposal (if applicable).

During the assignment, the Service Provider's team of experts should prove commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.

Bidders agree that experts will provide high quality outputs and expertise and participate in the project at the level and duration specified. Should any changes be necessary in this regard, a formal request for the agreement of the PRIM II project to allow substitutions shall be submitted.

UNDP may at any time request the withdrawal or replacement of any of the Service Provider personnel should non-performance happen. Replacement will be at the Service Provider expense.

Please see Section 4 – Evaluation Criteria for detailed evaluation criteria towards the Bidder and proposed personnel.

IX. Price and Schedule of Payments

UNDP shall make payments to the Contractor in the amounts and pursuant to the Schedule of Payments to be agreed before Contract signature with the selected Contractor, upon completion by the Contractor of the deliverables and upon acceptance by UNDP of the original invoices submitted to the UNDP. Deliverables shall be accepted and endorsed by the Project Manager within 10 calendar days from their submission.

SECTION 6: CONDITIONS OF CONTRACT AND CONTRACT FORMS

6.1 The types of Contract to be signed and the **applicable UNDP Contract General Terms and Conditions**, as specified in Data Sheet, can be accessed at

<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

SECTION 7: PROPOSAL FORMS

- **Form A: Proposal Confirmation**
- **Form B: Checklist**
- **Form C: Technical Proposal Submission**
- **Form D: Proposer Information**
- **Form E: Joint Venture/Consortium/Association Information**
- **Form F: Eligibility and Qualification**
- **Form G: Format for Technical Proposal**
- **Form H: Format for CV of Proposed Key Personnel**
- **Form I: Statement of Exclusivity and Availability**
- **Form J: Financial Proposal Submission** *[Form J is part of the Financial Proposal and shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.]*
- **Form K: Format for Financial Proposal** *[Forms K is part of the Financial Proposal and shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.]*

FORM A: PROPOSAL CONFIRMATION

Please acknowledge receipt of this RFP by completing this form and returning it by email to the address, and by the date specified, in the Letter of Invitation.

To: UNDP Moldova Email: sc.md@undp.org
 From: Insert name of proposer
 Subject RFP reference RFP26/03332

Check the appropriate box	Description
☐	YES , we intend to submit a proposal.
☐	NO , we are unable to submit a competitive proposal for the requested services at the moment

If you selected NO above, please state the reason(s) below:

Check applicable	Description
☐	The requested services are not within our range of supply
☐	We are unable to submit a competitive proposal for the requested services at the moment
☐	The requested services are not available at the moment
☐	We cannot meet the requested terms of reference
☐	The information provided for proposal purposes is insufficient
☐	Your RFP is too complicated
☐	Insufficient time is allowed to prepare a proposal
☐	We cannot meet the delivery requirements
☐	We cannot adhere to your terms and conditions e.g. payment terms, request for performance security, etc. Please provide details below.
☐	Sustainability criteria/requirements are too stringent (if applicable)
☐	We do not export
☐	We do not sell to the UN
☐	Your requirement is too small
☐	Our capacity is currently full
☐	We are closed during the holiday season
☐	We had to give priority to other clients' requests
☐	The person handling proposals is away from the office
☐	Other (please provide reasons below):
Further information: Click or tap here to enter text.	
☐	We would like to receive future RFPs for this type of services
☐	We don't want to receive RFPs for this type of services

Questions to the Supplier concerning the reasons for no proposal should be addressed to Click or tap here to enter text.
 phone Click or tap here to enter number., email Click or tap here to enter text..

FORM B: CHECKLIST

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

Before submitting your Proposal, please ensure compliance with the instructions in Section 2: Instructions to Proposers and Section 3: Data Sheet.

Technical Proposal:

Have you duly completed all the Returnable Proposal Forms?	
▪ Form C: Technical Proposal Submission	☐
▪ Form D: Proposer information	☐
▪ Form E: Joint Venture/Consortium/Association Information	☐
▪ Form F: Eligibility and Qualification	☐
▪ Form G: Technical Proposal	☐
▪ Form H: CVs of proposed key personnel	☐
▪ Form I: Statements of exclusivity and availability for key personnel	☐
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	☐
Have you provided the required documents in support of Form D: Proposer Information?	☐

Financial Proposal:

▪ Form J: Financial Proposal Submission	☐
▪ Form K: Financial Proposal	☐

Forms J and K, representing the Financial Proposal shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.

FORM C: TECHNICAL PROPOSAL SUBMISSION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

We, the undersigned, offer to supply the services required for UNDP in accordance with your Request for Proposals No. RFP26/03332. We hereby submit our Proposal, which includes this Technical Proposal and our Financial Proposal uploaded separately under the commercial section in the system as instructed.

Proposer Declaration: on behalf of our firm, its affiliates, subsidiaries and employees, including any JV / Consortium / Association members or subcontractors or suppliers for any part of the contract.

Yes	No	
☐	☐	Requirements and Terms and Conditions: I/We have read and fully understand the RFP, including the RFP Information and Data Sheet, Terms of Reference, the General Conditions of Contract and any Special Conditions of Contract. I/we confirm that the proposer agrees to be bound by them.
☐	☐	I/We confirm that the proposer has the necessary capacity, capability and necessary licenses to fully meet or exceed the requirements and will be available to deliver throughout the relevant contract period.
☐	☐	Ethics: In submitting this proposal I/we warrant that the proposer: has not entered into any improper, illegal, collusive or anti-competitive arrangements with any competitor; has not directly or indirectly approached any representative of the buyer (other than the point of contact) to lobby or solicit information in relation to the RFP; has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the buyer.
☐	☐	I/We confirm to undertake not to engage in proscribed practices, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we have read the United Nations Supplier Code of Conduct : https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct and acknowledge that it provides the minimum standards expected of suppliers to the UN.
☐	☐	Conflict of interest: I/We warrant that the proposer has no actual, potential or perceived conflict of Interest in submitting this proposal, or entering into a contract to deliver the requirements. Where a conflict of interest arises during the RFP process the proposer will report it immediately to the Procuring Organisation's Point of Contact.
☐	☐	Prohibitions and Sanctions: I/We hereby declare that our firm, ultimate beneficial owners, affiliates or subsidiaries or employees, including any JV/Consortium members or subcontractors or suppliers for any part of the contract is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists and have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization.
☐	☐	I/We 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

Yes	No	
		with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
☐	☐	Bankruptcy: I/We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against us that could impair our operations in the foreseeable future.
☐	☐	Proposal Validity Period: I/We confirm that this Proposal, including the price, remains open for acceptance for the proposal validity period.
☐	☐	I/We understand and recognize that you are not bound to accept any proposal you receive.
☐	☐	By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorised by the Organisation/s to make this declaration on its/their behalf.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Proposer]

FORM D: PROPOSER INFORMATION

RFP Reference	RFP26/03332
Legal name of Proposer	Click or tap here to enter text.
Legal Address, City, Country	Click or tap here to enter text.
Website	Click or tap here to enter text.
Year of registration	Click or tap here to enter text.
Proposer's Authorized Representative information	Name and Title: Click or tap here to enter text. Telephone numbers: Click or tap here to enter text. Email: Click or tap here to enter text.
Legal structure	Choose an item.
No. of full-time employees	Click or tap here to enter number.
No. of staff involved in similar contracts	Click or tap here to enter number.
Are you a UNGM registered vendor?	☐ Yes ☐ No If yes, insert UNGM Vendor Number
Years of supplying to UN organisations	Click or tap here to enter text.
Are you a Click or tap here to enter text.vendor?	☐ Yes ☐ No If yes, insert Vendor Number
Countries of operation	Click or tap here to enter text.
Subsidiaries in the region (please indicate names of subsidiaries and addresses, if relevant to the proposal)	Click or tap here to enter text.
Commercial Representatives in the country: Name/Address/Phone (for international companies only)	Click or tap here to enter text.
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	Click or tap here to enter text.
Does your Company have a corporate environmental policy or environmental management system/accreditation such as ISO	Tick all that apply and provide supporting documentation: ☐ Corporate Environmental Policy

14001 or ISO 14064 or equivalent? <i>(If yes, provide a Copy of the valid Certificate):</i>	☐ ISO 14001 ☐ ISO 14064 ☐ Other, specify Click or tap here to enter text.
Does your organization demonstrate significant commitment to sustainability, including the following aspects that have been identified in the UN Sustainable Procurement Framework? • Environmental: prevention of pollution, sustainable resources; climate change and mitigation and the protection of the environment, biodiversity. • Social: human rights and labour issues, gender equality, sustainable consumption, and social health and wellbeing. • Economic: whole life cycle costing, local communities and small or medium enterprises, and supply chain sustainability.	Attach a formal statement that outlines your organisation's commitment to sustainability, where possible providing evidence of tangible results that demonstrate progress such as: Tick all that are attached: ☐ Formal statement ☐ Sustainability report ☐ UN Global Compact Communication on Progress ☐ Other, specify Click or tap here to enter text.
Does your company belong to a diverse supplier group including micro, small or medium sized enterprise, women or youth owned business or other? <i>(If yes, please provide details and documentation]</i>	Click or tap here to enter text.
Is your company a member of the UN Global Compact?	Choose an item. If yes, please provide link to Global Compact profile: Click or tap here to enter text.
Bank Information	Bank Name: Click or tap here to enter text. Bank Address: Click or tap here to enter text. IBAN: Click or tap here to enter text. SWIFT/BIC: Click or tap here to enter text. Account Currency: Click or tap here to enter text. Bank Account Number: Click or tap here to enter text.

Contact person that UNDP may contact for requests for clarifications during Proposal evaluation	Name and Title: Click or tap here to enter text. Telephone numbers: Click or tap here to enter text. Email: Click or tap here to enter text.
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FORM E: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

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

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.
3	Click or tap here to enter text.	Click or tap here to enter text.

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)	Click or tap here to enter text.
--	----------------------------------

We have attached a copy of the below referenced 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 Click or tap here to enter text for the fulfilment of the provisions of the Contract.

Name of partner: _____

Signature: _____

Date: _____

Name of partner: _____

Signature: _____

Date: _____

Name of partner: _____

Signature: _____

Date: _____

Name of partner: _____

Signature: _____

Date: _____

FORM F: ELIGIBILITY AND QUALIFICATION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

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

History of Non- Performing Contracts

☐ No non-performing contracts during the last 3 years			
☐ Contract(s) not performed in the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

☐ No litigation history for the last 5 years			
☐ Litigation History as indicated below			
Year of dispute	Amount in dispute (state currency)	Contract Identification	Total Contract Amount (state currency)
		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 (five) years**.

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

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken and role (Contractor, sub-contractor or consortium member)

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

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

Financial Standing

Annual Turnover for the last 3 years	Year 2025	Currency: USD	Amount
	Year 2024	Currency: USD	Amount
	Year 2023	Currency: USD	Amount
Latest Credit Rating (if any), indicate the source and date.			

Financial information (state currency)	Historic information for the last 3 years		
	2023	2024	2025
	<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 (current assets/current liabilities)			

☐ 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:

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

FORM G: FORMAT FOR TECHNICAL PROPOSAL

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

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

Section 1: Proposer's qualification, capacity and expertise

1.1 Brief description of the organisation, 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 specialised 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 proposer'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, conceptual framework and methodology for how the Proposer will achieve or exceed the requirements of the Terms of Reference, keeping in mind the appropriateness to local conditions and project environment. Detail how the different service elements shall be organised, controlled and delivered.

2.2 A detailed description of the Bidder's internal technical and quality assurance mechanisms and risks identified, if any.

2.3 Implementation plan including a Gantt chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

2.4 Any other comments or information regarding the project approach and methodology that will be adopted.

Section 3: Management Structure and Key Personnel

3.1 Describe the overall management approach toward planning and implementing the project. Include details of key personnel including their name and nationality, the Position they will assume and their role as per the ToR. Include an organisation 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 For each of the key personnel provide: the CV using the format in **Form H** and the statement of exclusivity and availability using the format in Form I. *Please provide copies of Certifications/Awards for the Key Personnel to be involved in the project.*

FORM H: FORMAT FOR CV OF PROPOSED KEY PERSONNEL

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

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

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

From	To	Company / Project / Position / Relevant technical and management experience
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I, the undersigned, certify that, to the best of my knowledge and belief, this CV is accurate.

Signature of Personnel

Date (Day/Month/Year)

FORM I: STATEMENT OF EXCLUSIVITY AND AVAILABILITY

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

I, the undersigned, hereby declare that I agree to participate exclusively with the Proposer Click or tap here to enter text. in the above referenced RFP. I further declare that I am able and willing to work for the period(s) foreseen for the position for which my CV has been included in the event that this proposal is successful, namely:

From	To
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

I confirm that I am not engaged in other projects in a position for which my services are required during the periods where my services are required under this RFP.

By making this declaration, I understand that I am not allowed to present myself as a candidate to any other proposer submitting a proposal for this RFP. I am fully aware that if I do so, I will be excluded from this RFP, the proposals may be rejected, and I may also be subject to exclusion from other UNDP's solicitation procedures and contracts.

Furthermore, should this proposal be successful, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or *force majeure*, I may be subject to exclusion from other Click or tap here to enter text. solicitation procedures and contracts and that the notification of award of contract to the Proposer may be rendered null and void.

Name: _____

Title: _____

Date: _____

Signature: _____



FORM J: FINANCIAL PROPOSAL SUBMISSION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

We, the undersigned, offer to provide the services indicated in our proposal and in accordance with your Request for Proposal. We are hereby submitting our Financial Proposal in the amount indicated herewith.

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

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

Our attached Financial Proposal is for the sum of *[Insert amount in words and figures]*. Please make sure the total matches with the total indicated in the deliverables section of the system (lines) and with the total deriving from the cost breakdown (form K).

FORM K: FORMAT FOR FINANCIAL PROPOSAL

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RFP26/03332		

The proposer is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Proposers. **The inclusion of any financial information in the Technical Proposal shall lead to disqualification of the Proposer.** The Financial Proposal should align with the requirements of the Terms of Reference and the proposer's Technical Proposal.

Currency of the proposal: MDL (Moldovan Leu) or USD (US Dollars), VAT exclusive

Table 1 Financial Proposal:

Deliverable / Activity description	Professional Fees				Other Costs				Total Amount per deliverable (subtotal 1 + sub-total 2)
	Position	Daily fee Rate	No. of Working Days	Total Amount	Description	Q-ty	Price	Total	
Deliverable 1: Inception Report, including methodology, analytical framework, detailed work plan, stakeholder engagement plan, proposed table of contents of the PPP, and preliminary outline of the model structure for local integrated urban	1 (one) Project Manager (Team Leader) Public Policy and Urban Development Expert				Travel (if any)				
	1 (one) Key Expert – Strategic Urban and Territorial Planning				Local transportation costs (if any)				
	1 (one) Key Expert - Public Policy Analysis, Financing and Monitoring				Communication Expenses				
	Add positions, as necessary				Other costs (please specify)				
					Add as necessary				
		Sub-total 1					Sub-total 2		
Total:									

development strategies.									
Deliverable 2: Draft Chapter 1 of the Public Policy Proposal: Conceptual Delimitations, Situation Analysis and Policy Problem Identification.	1 (one) Project Manager (Team Leader) Public Policy and Urban Development Expert				Travel				
	1 (one) Key Expert – Strategic Urban and Territorial Planning				Subsistence allowance				
	1 (one) Key Expert - Public Policy Analysis, Financing and Monitoring				Local transportation costs				
	<i>Add positions, as necessary</i>				Communication				
					Other costs (specify)				
					<i>Add as necessary</i>				
			Sub-total 1				Sub-total 2		
Total:									
Deliverable 3: Draft Chapter 2 of the Public Policy Proposal: Policy Objectives, Policy Options and Recommended Intervention, including the objectives, assessed policy options, recommended	1 (one) Project Manager (Team Leader) Public Policy and Urban Development Expert				Travel (if any)				
	1 (one) Key Expert – Strategic Urban and Territorial Planning				Local transportation costs (if any)				
	1 (one) Key Expert - Public Policy Analysis, Financing and Monitoring				Communication Expenses				
	<i>Add positions, as necessary</i>				Other costs (please specify)				
					<i>Add as necessary</i>				

option and intervention logic.		Sub-total 1					Sub-total 2			
	Total:									
Deliverable 4: Draft Chapter 3 of the Public Policy Proposal: Implementation, Financing and Local Strategy Framework, including the proposed implementation mechanisms, indicative implementation and financing framework, and a practical model document for the integrated urban development strategies.	1 (one) Project Manager (Team Leader) Public Policy and Urban Development Expert				Travel					
	1 (one) Key Expert – Strategic Urban and Territorial Planning				Subsistence allowance					
	1 (one) Key Expert - Public Policy Analysis, Financing and Monitoring				Local transportation costs					
	Add positions, as necessary				Communication					
					Other costs (specify)					
					Add as necessary					
		Sub-total 1					Sub-total 2			
	Total:									
Deliverable 5. Final Public Policy Proposal on Urban Development, including the recommended policy option, implementation and financing	1 (one) Project Manager (Team Leader) Public Policy and Urban Development Expert				Travel					
	1 (one) Key Expert – Strategic Urban and Territorial Planning				Subsistence allowance					
	1 (one) Key Expert - Public Policy Analysis, Financing and Monitoring				Local transportation costs					

framework, monitoring elements, practical model document for the integrated urban development strategies, and related supporting materials.	Add positions, as necessary				Communication				
					Other costs (specify)				
					Add as necessary				
		Sub-total 1				Sub-total 2			
	Total:								