

## Request for Proposal (RFP)

Ref. no. 2009-07-15.2

Date: 14 July 2009

Dear Sir/Madam,

**Subject: RFP for the provision of consultancy services for Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn**

1. You are requested to submit a proposal for providing consultancy services for Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn, as per enclosed Terms of Reference (TOR).
2. To enable you to submit a proposal, attached are:
  - i. Instructions to Offerors (Annex I)
  - ii. General Conditions of Contract (Annex II)
  - iii. Terms of Reference (TOR) (Annex III)
  - iv. Proposal Submission Form (Annex IV)
  - v. Price Schedule/Financial Proposal (Annex V)
3. Your offer comprising of technical proposal and price schedule/financial proposal, in separate sealed envelopes, marked with **"RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn /CMD"** should reach the UNDP office no later than **07 August 2009, 16:30**, local time.

Offers can be submitted either in hard copy or electronically.

a) Documents/offers in hard copy need to be addressed to:

**UNDP Moldova,  
131, 31 August 1989 Street, MD-2012 Chisinau, Republic of Moldova  
Attention: Registry Office/Procurement**

b) Offers sent electronically need to be addressed to the following e-mail address:

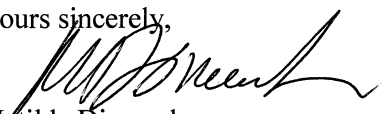
**tenders-Moldova@undp.org**

Offers shall be clearly marked with **"RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn /CMD"**

Contact person for clarifications: Ghenadie Ivascenco, Project Manager ([ghenadie.ivascenco@undp.org](mailto:ghenadie.ivascenco@undp.org))

4. If you request additional information, we would endeavour to provide information expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of your proposal.
5. You are requested to acknowledge receipt of this letter and to indicate whether or not you intend to submit a proposal.

Yours sincerely,



Matilda Dimovska,  
Resident Representative a.i.



**Instructions to Offerors****A. Introduction****1. General**

The purpose of this Request for Proposal (RFP) is to solicit proposals from the qualified companies for **providing consultancy services for Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn.**

**2. Cost of proposal**

The Offeror shall bear all costs associated with the preparation and submission of the Proposal, the UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

**B. Solicitation Documents****3. Contents of solicitation documents**

Proposals must offer services for the total requirement. Proposals offering only part of the requirement will be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the Solicitation Documents. Failure to comply with these documents will be at the Offeror's risk and may affect the evaluation of the Proposal.

**4. Clarification of solicitation documents**

A prospective Offeror requiring any clarification of the Solicitation Documents may notify the procuring UNDP entity in writing at the organisation's mailing address or fax number indicated in the RFP. The procuring UNDP entity will respond in writing to any request for clarification of the Solicitation Documents that it receives earlier than two weeks prior to the deadline for the submission of Proposals. Written copies of the organisation's response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective Offerors that has received the Solicitation Documents.

**5. Amendments of solicitation documents**

At any time prior to the deadline for submission of Proposals, the procuring UNDP entity may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Offeror, modify the Solicitation Documents by amendment.

All prospective Offerors that have received the Solicitation Documents will be notified in writing of all amendments to the Solicitation Documents.

In order to afford prospective Offerors reasonable time in which to take the amendments into account in preparing their offers, the procuring UNDP entity may, at its discretion, extend the deadline for the submission of Proposals.

**C. Preparation of Proposals****6. Language of the proposal**

The Proposals prepared by the Offeror and all correspondence and documents relating to the Proposal exchanged by the Offeror and the procuring UNDP entity shall be written in the English language. Any printed literature furnished by the Offeror may be written in another language so long as accompanied by

an English translation of its pertinent passages in which case, for purposes of interpretation of the Proposal, the English translation shall govern.

## 7. Documents comprising the proposal

The Proposal shall comprise the following components:

- (a) Proposal submission form (Annex IV);
- (b) Operational and technical part of the Proposal, including documentation to demonstrate that the Offeror meets all requirements;
- (c) Price schedule/financial proposal, completed in accordance with clauses 9 and 10 (Annex V).

## 8. Operational and technical documentation

The operational and technical part of the Proposal shall contain the following documents:

- **Company profile;**
- **Copy of registration certificate;**
- **Workplan and approach** (detailed description of activities, timeframe);
- **CVs of proposed staff;**
- **Detailed financial proposal** (presented in a separate envelope);
- **Financial report for previous year or/and last audit report;**
- **3 Reference Letters;**
- **Other relevant documents.**

## 9. Proposal form

The Offeror shall structure the operational and technical part of its Proposal as follows:

### (a) Management plan

This section should provide corporate orientation to include the year and state/country of incorporation and a brief description of the Offeror's present activities. It should focus on services related to the Proposal.

This section should also describe the organisational unit(s) that will become responsible for the contract, and the general management approach towards a project of this kind. The Offeror should comment on its experience in similar projects and identify the person(s) representing the Offeror in any future dealing with the procuring UNDP entity.

### (b) Resource plan

This should fully explain the Offeror's resources in terms of personnel and facilities necessary for the performance of this requirement. It should describe the Offeror's current capabilities/facilities and any plans for their expansion.

### (c) Proposed methodology

This section should demonstrate the Offeror's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed warranty; and demonstrating how the proposed methodology meets or exceeds the specifications.

The operational and technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the appropriate Price Schedules.

It is mandatory that the Offeror's Proposal numbering system corresponds with the numbering system used in the body of this RFP. All references to descriptive material and brochures should be included in the appropriate response paragraph, though material/documents themselves may be provided as annexes to the Proposal/response.

Information which the Offeror considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.

#### 10. Proposal prices

The Offeror shall indicate on an appropriate Price Schedule/Financial Proposal, an example of which is contained in these Solicitation Documents, the prices of services it proposes to supply under the contract.

#### 11. Proposal currencies

All prices shall be quoted in **US Dollars** and shall be exclusive of VAT.

#### 12. Period of validity of proposals

Proposals shall remain valid for sixty (60) days after the date of Proposal submission prescribed by the procuring UNDP entity, pursuant to the deadline clause. A Proposal valid for a shorter period may be rejected by the procuring UNDP entity on the grounds that it is non-responsive.

In exceptional circumstances, the procuring UNDP entity may solicit the Offeror's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. An Offeror granting the request will not be required nor permitted to modify its Proposal.

#### 13. Format and signing of proposals

The Offeror shall prepare two copies of the Proposal, clearly marking each "Original Proposal" and "Copy of Proposal" as appropriate. In the event of any discrepancy between them, the original shall govern.

The two copies of the Proposal shall be typed or written in indelible ink and shall be signed by the Offeror or a person or persons duly authorised to bind the Offeror to the contract. The latter authorisation shall be indicated by written power-of-attorney accompanying the Proposal.

A Proposal shall contain no interlineations, erasures, or overwriting except, as necessary to correct errors made by the Offeror, in which case such corrections shall be initialled by the person or persons signing the Proposal.

#### 14. Payment

UNDP shall effect payments to the Contractor after acceptance by UNDP of the invoices submitted by the contractor, upon achievement of the corresponding milestones.

### D. Submission of Proposals

#### 15. Sealing and marking of proposals

The Offeror shall seal the Proposal in one outer and two inner envelopes, as detailed below.

(a) The outer envelope shall be:

- addressed to –

UNDP Moldova  
131, 31 August 1989 Street, MD-2012 Chisinau, Republic of Moldova  
Attention: UNDP Registry Office/Procurement

and,

- marked with –

**“RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn /CMD”**

- (b) Both inner envelopes shall indicate the name and address of the Offeror. The first inner envelope shall contain the information specified in Clause 8 (*Operational and technical documentation*) and in Clause 9 (*Proposal form*) above, with the copies duly marked “Original” and “Copy”. The second inner envelope shall include the price schedule/financial proposal duly identified as such.

Note, if the inner envelopes are not sealed and marked as per the instructions in this clause, the procuring UNDP entity will not assume responsibility for the Proposal’s misplacement or premature opening.

- (c) In case of electronic submission, the Offeror shall send two messages by e-mail to the following address:  
[tenders-Moldova@undp.org](mailto:tenders-Moldova@undp.org)

The first e-mail message shall contain the information specified in Clause 8 (*Operational and technical documentation*) and Clause 9 (*Proposal form*) above and shall have the following subject: **“Technical Proposal for RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn/CMD”**. The second e-mail message shall include the price schedule/financial proposal and shall have the following subject: **“Financial Proposal for RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn /CMD”**.

**Important Note for Offerors submitting proposals in electronic format/via e-mail.**

Having prepared the Proposal in paper format as specified in Clause "D. Submission of Proposals" hereof, the entire Proposal should be scanned or otherwise converted into one or more electronic .pdf (Adobe Acrobat) format files and attached to one or more E-mails. The Subject line of the E-mail(s) should state: **“Technical Proposal for RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn /CMD”** and separate e-mail **“Financial Proposal for RFP: Strengthening the Capacity of Chisinau Mayorality to Tackle the Impact of Global Economic Downturn /CMD”** - DO NOT OPEN IN ADVANCE. The opening of the financial proposal must be secured with the password protected ZIP archive by the Offeror, which will be given to the procuring UNDP entity upon its request after the completion of the technical proposals evaluation.

To assist procuring UNDP entity in the assurance of transparency, it is recommended that, prior to sending the Email(s), Offerors should open "Options", then "Voting and Tracking Options" and select "Request a delivery receipt for this message" AND "Request a read receipt for this message". This option path is for Microsoft Office Outlook software. Other software should offer similar options, although the path and wording might be somewhat different.

**16. Deadline for submission of proposals**

Proposals must be received by the procuring UNDP entity at the address or e-mail address specified under clause *Sealing and marking of Proposals* no later than **07 August 2009, 16:30, local time**.

The procuring UNDP entity may, at its own discretion extend this deadline for the submission of Proposals by amending the solicitation documents in accordance with clause *Amendments of Solicitation Documents*, in which case all rights and obligations of the procuring UNDP entity and Offerors previously subject to the deadline will thereafter be subject to the deadline as extended.

## **17. Late Proposals**

Any Proposal received by the procuring UNDP entity after the deadline for submission of proposals, pursuant to clause *Deadline for the submission of proposals*, will be rejected.

## **18. Modification and withdrawal of Proposals**

The Offeror may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the procuring UNDP entity prior to the deadline prescribed for submission of Proposals.

The Offeror's withdrawal notice shall be prepared, sealed, marked, and dispatched in accordance with the provisions of clause *Deadline for Submission of Proposals*. The withdrawal notice may also be sent by telex or fax but followed by a signed confirmation copy.

No Proposal may be modified subsequent to the deadline for submission of proposals.

No Proposal may be withdrawn in the Interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the Offeror on the Proposal Submission Form.

## **E. Opening and Evaluation of Proposals**

### **19. Opening of proposals**

The procuring entity will open the Proposals in the presence of a Committee formed by the Head of the procuring UNDP entity.

### **20. Clarification of proposals**

To assist in the examination, evaluation and comparison of Proposals, the Purchaser may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

### **21. Preliminary examination**

The Purchaser will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are generally in order.

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Offeror does not accept the correction of errors, its Proposal will be rejected. If there is a discrepancy between words and figures the amount in words will prevail.

Prior to the detailed evaluation, the Purchaser will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one which conforms to all the terms and conditions of the RFP without material deviations. The Purchaser's determination of a Proposal's responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.

A Proposal determined as not substantially responsive will be rejected by the Purchaser and may not subsequently be made responsive by the Offeror by correction of the non-conformity.

## 22. Evaluation and comparison of proposals

A two-stage procedure will be utilised in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price schedule/financial proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals.

The technical proposal is evaluated on the basis of its responsiveness to the Term of Reference (TOR) and the Instructions to Offerors.

In the Second Stage, the price proposal of all contractors, who have attained minimum 70% score in the technical evaluation, will be compared. The **cumulative analysis scheme** will be applied with a total score being obtained upon the combination of weighted technical and financial attributes. An Offeror's response to the solicitation document is evaluated and points are attributed based on how well they meet the defined desirable criteria. Cost under this method of analysis is rendered as an award criterion, which will be 30% out of a total score of 1000 of all the desirable factors of the RFP. The contract will be awarded to the offeror obtaining the highest cumulative score. The following formula will be applied in calculating the cumulative score:

$$B = T + \frac{C_{low}}{C} \times 300,$$

where

$T$  – is the total technical score awarded to the evaluated proposal;

$C$  – is the price of the evaluated proposal; and

$C_{low}$  – is the lowest of all evaluated proposal prices among responsive proposals.

### Technical Evaluation Criteria

| Summary of Technical Proposal Evaluation Forms |                                                      | Score Weight | Points Obtainable | Company / Other Entity |   |   |   |   |
|------------------------------------------------|------------------------------------------------------|--------------|-------------------|------------------------|---|---|---|---|
|                                                |                                                      |              |                   | A                      | B | C | D | E |
| 1.                                             | Expertise of Firm / Organisation submitting Proposal | 21.4%        | 150               |                        |   |   |   |   |
| 2.                                             | Proposed Work Plan and Approach                      | 39.3%        | 275               |                        |   |   |   |   |
| 3.                                             | Personnel                                            | 39.3%        | 275               |                        |   |   |   |   |
| <b>Total</b>                                   |                                                      |              | <b>700</b>        |                        |   |   |   |   |

Evaluation forms for technical proposals follow on the next two pages. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

Form 1: Expertise of Firm / Organisation Submitting Proposal

Form 2: Proposed Work Plan and Approach

Form 3: Personnel

Note: The score weights and points obtainable in the evaluation sheet are tentative and should be changed depending on the need or major attributes of technical proposal.

| Technical Proposal Evaluation<br>Form 1              | Points<br>obtainable | Company / Other Entity |   |   |   |   |
|------------------------------------------------------|----------------------|------------------------|---|---|---|---|
|                                                      |                      | A                      | B | C | D | E |
| Expertise of firm / organisation submitting proposal |                      |                        |   |   |   |   |
|                                                      |                      |                        |   |   |   |   |

|     |                                                                                                                                                                                                                                                                          |            |  |  |  |  |  |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--|--|--|--|--|
| 1.1 | Reputation of Organisation and Staff (Competence / Reliability)                                                                                                                                                                                                          | 25         |  |  |  |  |  |
| 1.2 | General Organisational Capability which is likely to affect implementation (i.e. loose consortium, holding company or one firm, size of the firm / organisation, strength of project management support e.g. project financing capacity and project management controls) | 15         |  |  |  |  |  |
| 1.3 | Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.                                                                     | 15         |  |  |  |  |  |
| 1.4 | Quality assurance procedures, warranty                                                                                                                                                                                                                                   | 20         |  |  |  |  |  |
| 1.5 | Relevance of:<br>- Specialised Knowledge<br>- Experience on Similar Programme / Projects<br>- Experience on Projects in the Region<br>Work for UNDP/ major multilateral/ or bilateral programmes                                                                         | 75         |  |  |  |  |  |
|     |                                                                                                                                                                                                                                                                          | <b>150</b> |  |  |  |  |  |

| Technical Proposal Evaluation<br>Form 2 |                                                                                                                                                      | Points<br>Obtainable | Company / Other Entity |   |   |   |   |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------|---|---|---|---|
|                                         |                                                                                                                                                      |                      | A                      | B | C | D | E |
| Proposed Work Plan and Approach         |                                                                                                                                                      |                      |                        |   |   |   |   |
|                                         |                                                                                                                                                      |                      |                        |   |   |   |   |
| 2.1                                     | To what degree does the Offeror understand the task?                                                                                                 | 15                   |                        |   |   |   |   |
| 2.2                                     | Have the important aspects of the task been addressed in sufficient detail?                                                                          | 15                   |                        |   |   |   |   |
| 2.3                                     | Are the different components of the project adequately weighted relative to one another?                                                             | 15                   |                        |   |   |   |   |
| 2.4                                     | Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?               | 45                   |                        |   |   |   |   |
| 2.5                                     | Is the conceptual framework adopted appropriate for the task?                                                                                        | 45                   |                        |   |   |   |   |
| 2.6                                     | Is the scope of task well defined and does it correspond to the TOR?                                                                                 | 80                   |                        |   |   |   |   |
| 2.7                                     | Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? | 60                   |                        |   |   |   |   |
|                                         |                                                                                                                                                      | 275                  |                        |   |   |   |   |

| Technical Proposal Evaluation<br>Form 3 |                                                         |    |           | Points<br>Obtainable | Company / Other Entity |   |   |   |   |
|-----------------------------------------|---------------------------------------------------------|----|-----------|----------------------|------------------------|---|---|---|---|
|                                         |                                                         |    |           |                      | A                      | B | C | D | E |
| Personnel                               |                                                         |    |           |                      |                        |   |   |   |   |
| 3.1                                     | Task Manager                                            |    |           | 100                  |                        |   |   |   |   |
|                                         |                                                         |    | Sub-Score |                      |                        |   |   |   |   |
|                                         | General Qualification                                   |    | 80        |                      |                        |   |   |   |   |
|                                         | Suitability for the Project                             |    |           |                      |                        |   |   |   |   |
|                                         | - International Experience                              | 10 |           |                      |                        |   |   |   |   |
|                                         | - Education background                                  | 10 |           |                      |                        |   |   |   |   |
|                                         | - Professional Experience in the area of specialisation | 40 |           |                      |                        |   |   |   |   |

|     |                                                         |    |            |            |  |  |  |  |  |
|-----|---------------------------------------------------------|----|------------|------------|--|--|--|--|--|
|     | - Knowledge of the region                               | 20 |            |            |  |  |  |  |  |
|     | - Language Qualifications                               |    | 20         |            |  |  |  |  |  |
|     |                                                         |    | <b>100</b> |            |  |  |  |  |  |
| 3.2 | Senior Expert                                           |    |            | 100        |  |  |  |  |  |
|     |                                                         |    | Sub-Score  |            |  |  |  |  |  |
|     | General Qualification                                   |    | 80         |            |  |  |  |  |  |
|     | Suitability for the Project                             |    |            |            |  |  |  |  |  |
|     | - International Experience                              | 10 |            |            |  |  |  |  |  |
|     | - Education background                                  | 10 |            |            |  |  |  |  |  |
|     | - Professional Experience in the area of specialisation | 40 |            |            |  |  |  |  |  |
|     | - Knowledge of the region                               | 20 |            |            |  |  |  |  |  |
|     | - Language Qualifications                               |    | 20         |            |  |  |  |  |  |
|     |                                                         |    | <b>100</b> |            |  |  |  |  |  |
| 3.3 | Junior Expert                                           |    |            | 75         |  |  |  |  |  |
|     |                                                         |    | Sub-Score  |            |  |  |  |  |  |
|     | General Qualification                                   |    | 60         |            |  |  |  |  |  |
|     | Suitability for the Project                             |    |            |            |  |  |  |  |  |
|     | - International Experience                              | 0  |            |            |  |  |  |  |  |
|     | - Education background                                  | 20 |            |            |  |  |  |  |  |
|     | - Professional Experience in the area of specialisation | 20 |            |            |  |  |  |  |  |
|     | - Knowledge of the region                               | 20 |            |            |  |  |  |  |  |
|     | - Language Qualification                                |    | 15         |            |  |  |  |  |  |
|     |                                                         |    | <b>75</b>  |            |  |  |  |  |  |
|     | <b>Total Part 3</b>                                     |    |            | <b>275</b> |  |  |  |  |  |

## F. Award of Contract

### 23. Award criteria, award of contract

The procuring UNDP entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Offeror or any obligation to inform the affected Offeror or Offerors of the grounds for the Purchaser's action.

Prior to expiration of the period of proposal validity, the procuring UNDP entity will award the contract to the qualified Offeror whose Proposal after being evaluated is considered to be the most responsive to the needs of the organisation and activity concerned.

### 24. Purchaser's right to vary requirements at time of award

The Purchaser reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.

### 25. Signing of the contract

Within 30 days of receipt of the contract the successful Offeror shall sign and date the contract and return it to the Purchaser.

## **General Conditions of Contract**

### **1. LEGAL STATUS**

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis UNDP. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

### **2. SOURCE OF INSTRUCTIONS**

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect UNDP or the United Nations and shall fulfil its commitments with the fullest regard to the interests of UNDP.

### **3. CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES**

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

### **4. ASSIGNMENT**

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

### **5. SUB-CONTRACTING**

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform with the provisions of this Contract.

### **6. OFFICIALS NOT TO BENEFIT**

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

### **7. INDEMNIFICATION**

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

### **8. INSURANCE AND LIABILITIES TO THIRD PARTIES**

- 8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- 8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
- 8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment

owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

- (i) Name UNDP as additional insured;
- (ii) Include a waiver of subrogation of the Contractor's rights to the insurance carrier against UNDP;
- (iii) Provide that UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

8.5 The Contractor shall, upon request, provide UNDP with satisfactory evidence of the insurance required under this Article.

## **9. ENCUMBRANCES/LIENS**

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

## **10. TITLE TO EQUIPMENT**

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

## **11. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS**

UNDP shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with regard to products, or documents and other materials which bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of this Contract. At the UNDP's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to UNDP in compliance with the requirements of the applicable law.

## **12. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS**

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or the United Nations, or any abbreviation of the name of UNDP or the United Nations in connection with its business or otherwise.

## **13. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION**

13.1 All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNDP, shall be treated as confidential and shall be delivered only to UNDP authorized officials on completion of work under this Contract.

13.2 The Contractor may not communicate at any time to any other person, Government or authority external to UNDP, any information known to it by reason of its association with UNDP which has not been made public except with the authorization of UNDP; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

## **14. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS**

14.1 Force majeure, as used in this Article, means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force which are beyond the control of the Parties.

14.2 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of this Contract. The notice shall include steps proposed by the Contractor to be taken including any reasonable alternative means for performance that is not prevented by force majeure. On receipt of the notice required under this Article, UNDP shall take such action as, in

its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract

- 14.3 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

## **15. TERMINATION**

- 15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16 "Settlement of Disputes" below shall not be deemed a termination of this Contract.
- 15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.
- 15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract. The Contractor shall take immediate steps to terminate the work and services in a prompt and orderly manner and to minimize losses and further expenditures.
- 15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, UNDP may, without prejudice to any other right or remedy it may have, terminate this Contract forthwith. The Contractor shall immediately inform UNDP of the occurrence of any of the above events.

## **16. SETTLEMENT OF DISPUTES**

### **16.1. Amicable Settlement**

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

### **16.2. Arbitration**

Unless, any such dispute, controversy or claim between the Parties arising out of or relating to this Contract or the breach, termination or invalidity thereof is settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, such dispute, controversy or claim shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining, including its provisions on applicable law. The arbitral tribunal shall have no authority to award punitive damages. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

## **17. PRIVILEGES AND IMMUNITIES**

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

## **18. TAX EXEMPTION**

- 18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with UNDP to determine a mutually acceptable procedure.
- 18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with UNDP before the payment thereof and UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

## **19. CHILD LABOUR**

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

## **20. MINES**

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

## **21. OBSERVANCE OF THE LAW**

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

## **22. AUTHORITY TO MODIFY**

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the authorized official of UNDP.

## TERMS OF REFERENCE

**STRENGTHEN THE CAPACITY  
OF CHISINAU MAYORALTY TO TACKLE THE IMPACT  
OF GLOBAL ECONOMIC DOWNTURN**

Timeframe: 2.5 months

**GENERAL CONTEXT:**

The UNDP-Government of Moldova Country Program Action Plan for the period 2007-2011 foresees interventions that actively support sustainable local development and promote democratic local governance. Within this broad agreement about the collective priorities of UN assistance in Moldova, UNDP is implementing the Chisinau Municipality Development Project aiming to strengthen institutional and financial capacity of local public authorities to operate in a more effective and transparent manner.

The Municipality of Chisinau has been experiencing a slow transition to become an effective service provider for its citizens. Both municipal officials as well as general public opinion believe that its administrative procedures are overly bureaucratic and, thus, costly and ineffective. There are three gaps which impede the implementation of any development efforts of the capital city of the Republic of Moldova:

- § The management gap refers to the lack of explicit skills, techniques and systems for policy design and policy execution. Symptoms of the management gap are the absence of objectives and performance measurements in relation to most work of the public sector, absence of “value of money” tests applied to outputs, absence of team work, excessive reliance on law and authority for getting things done, the lack of responsibilities assumed at lower levels, and poor co-ordination across organizations.
- § The comprehension gap applies to those inside the system, meaning existing public servants and refers to the difference between the understandings of the administration as it is now done, and public management as it might be done. This leads to an effort of implementing the necessary changes to make the public administration reform effective.
- § The confidence gap exists among those inside the system and outside the system as well, namely the public at large, the private sector, and other key stakeholders. This is mainly related to trust and therefore actions should be done to increase transparency, accountability, and measures to prove that there are not secret agendas.

**SPECIFIC CONTEXT:**

Like most countries in the region, Moldova is being hardly hit by the global economic crisis. According to the IMF<sup>1</sup> ‘the national economy is estimated to contract by 9% in 2009, budget deficit can reach above 11% of the country GDP, and a large external financing shortfall is possible due to the decrease of capital inflows’. The statistical data<sup>2</sup> for the 1<sup>st</sup> quarter of 2009 are alarming: remittances (the main source of economic growth within the last 10 years) fell by 30%, investments diminished by 41%, the industrial decline constituted 25%, the exports decreased by 22% and imports by 31.5%. On the same time, within the context of international economic downturn, Moldova is facing the most turbulent and deep political crisis since its independence.

The economic recession in Moldova is primarily threatening Chisinau Municipality – the country’s economic capital and only big city, which benefited mostly from the last 10 years economic growth [with a population representing 18% out of the total country population, the municipality

<sup>1</sup> International Monetary Fund Press Release No. 09/206 from June 10, 2009 [<http://www.imf.org/external/np/sec/pr/2009/pr09206.htm>]

<sup>2</sup> National Bureau of Statistics [[www.statistica.md](http://www.statistica.md)]

contributes with about 50% in the GDP, ½ in industrial production, while it accounts for 60% of total exports and 90% of total imports and generates over 60% the country's consolidated budget tax revenues]. The economic environment of the last 10 years of the city development produced an economic foundation mainly driven by remittances [commerce (20% of labor force), constructions (16% of labor force), transport & communications (15% of labor force) and industry (20%)]<sup>3</sup>.

The Moldovan public finance system is restraining substantially the financial capacities of the municipal authorities: although Chisinau municipality generates above 60 percent of the country fiscal revenues, it is limited to use not more than 20-30% of total collected amount. Consequently, the amount of Chisinau budget (approx 100 millions Euro) is 7 - 8 times smaller than budgets of cities with similar population in Central and Eastern European countries<sup>4</sup>. As a result, 95% of the total municipal public expenditures are related to management and maintenance costs, capital investments constituting only 5%. Modern approaches, such as program-based budgeting, municipal asset management in coordination with the capital investment program are barely developed.

In accordance with the Moldovan public finance system, Chisinau's budget is excessively vulnerable, depending in proportion of about 2/3 on only one tax - Personal Income Tax. The traditionally second largest share of budget revenue – Corporate Income Tax – has been 'impounded' by the state in 2007, as 'zero corporate income tax for reinvested profit' introduced. The property tax constitutes only 2.5% of the budget revenues, due to the state regulation policy.

Budget execution in the first quarter of 2009 is 20% lower than the amount planned<sup>5</sup>. However, further evolution of the crisis could seriously destabilize the municipal public finances system even in short run.

The functionality of Chisinau basic urban services – fully owned and managed by the municipality – is strongly dependent to the yearly municipal 'financial injections' to cover their operational losses [water supply and sewerage, waste management, housing management and maintenance, centralized heating, public transportation]. In the conditions of inefficient management, politically approved public utility tariffs, lack of competition in the respective areas and no defined municipal strategy to overcome these problems, public companies providing essential urban services are on the verge of bankruptcy.

Thus, Chisinau Municipality is to confront the international economic recession within the circumstances of fragmented and conflicted local public administration, poor municipal budget and economically-financially 'weak' basic urban services.

#### OBJECTIVES:

The general objective of the requested consultancy services aims to grant assistance to the Mayorality of Chisinau Municipality in its efforts to minimize the negative impact of economic and financial crisis on the operation of local public administration and delivery of basic public urban services to the citizens:

- § Provide the Mayorality of Chisinau with necessary expertise related to the LPA anti-crisis management objectives, functions and tools
- § Assess of the potential negative impact of economic downturn on the operation of Chisinau Mayorality
- § Contribute to set up a functional municipal anti-crisis policy framework, aiming to soften the negative impact of economic crisis on the municipality and assure a continuous delivery of basic urban services to the citizens

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<sup>3</sup> Chisinau Municipality General Urban Plan, 2007

<sup>4</sup> Chisinau Mayorality Financial Management/Budget Review, CPM Consulting Report, 2009

<sup>5</sup> Chisinau Mayorality Press Release, [www.chisinau.md](http://www.chisinau.md)

- s Promote a viable cooperation approach in the process of interaction among the decision makers, the general public, business and other stakeholders within the context of anti-crisis municipal policy

#### TASKS TO BE PERFORMED:

UNDP Project 'Chisinau Municipality Development' seeks specialized consulting entity that have potential capacity and expertise to assess possible risks of economic downturn on the operation of Chisinau municipal public administration, and developing of a policy framework aiming to respond to the crisis in a more effective, targeted, pro-poor and inclusive manner.

- I. Design and setting up the 'rapid assessment' and 'crisis management plan drafting' methodology
  - ***design [or adapt off-the-shelf] the methodology for rapid assessment of the (a) potential impact on the socio-economic development of Chisinau Municipality (b) potential threats and risks of economic downturn for the operation of Chisinau local public administration***
  - ***design [or adapt off-the-shelf ] the methodology of elaboration of the Municipality Crisis Management Plan***
  - ***Granting assistance to Chisinau Mayoralty for setting up a working group for performing 'rapid assessment' and developing the 'city crisis management plan'***
  
- II. Assessment of the potential impact of global downturn on the socio-economic development of Chisinau Municipality
  - [i] Assess the impact of economic recession within the period June 2008-June 2009
    - ***Correlations between municipal and national development indicators***
    - ***Economic development (evolution of the main city economic sectors)***
    - ***Social development (evolution of the employment, remuneration level, poverty, etc.)***
  - [ii] Asses possible scenarios of socio-economic development of Chisinau Municipality within the period 2009-2011 [in correlation with the projection of national indicators]
  
- III. Assessment of the potential threats and risks of economic downturn for the operation of Chisinau local public administration
  - [i] Assess the impact of economic downturn on the Municipal Budget of Chisinau (within the period June 2008-June 2009)
    - ***Budgeting process***
    - ***Evolution of revenues***
    - ***Evolution of expenditures***
    - ***Intergovernmental financial relationships***
  - [ii] Assess the vulnerability of Chisinau Municipal Budget in the context of economic downturn
    - ***Main economic factors impacting municipal budget revenues and expenditures***
    - ***Municipal borrowing capacities and possibilities***
    - ***Internal risk factors***
    - ***External risk factors***
  - [iii] Assess possible scenarios of Chisinau Municipality 2009 budget execution and 2010 budget projections [for the optimistic, pessimistic and neutral evolution of the economic recession]
  - [iv] Assess the potential threats of economic downturn for operation of Chisinau local public administration related to the LPA:
    - ***policy functions***
    - ***coordination and monitoring functions***

- **regulatory functions**
- **support functions**
- **service delivery functions**

[v] Assess the potential threats of economic downturn on the functioning of Chisinau Municipality basic urban public services infrastructure:

- **public transportation**
- **housing management and maintenance**
- **water supply and sewerage**
- **centralized heating**

[vi] Assess the opportunities for financial management optimization:

- **Assets management**
- **Public services subsidies system**
- **Municipal public procurements**
- **Etc.**

[vii] Draft the report 'Chisinau Municipality within the context of economic downturn: risks and opportunities'.

- **The report will contain 3 dimensions, related to the (i) impact on socio-economic development of the city, (ii) impact on the operation of local public administration, and (iii) correspondence between the operations of local public administration and socio-economic development of the municipality**
- **The potential risks will be mapped in accordance with (a) the probability of occurrence, (b) potential severity, (c) potential treatment [avoidance, reduction, transfer and retention]**
- **The report will be prepared in English and Romanian languages**

#### IV. Support Chisinau Mayorality in designing the City Anti-Crisis Management Plan

[i] Defining the operational vision and priorities of local public administration within the crisis management context

- **Building common managerial vision of the problems and solutions**
- **Identification and formulation the mission and vision of Chisinau Mayorality**
- **Defining Chisinau Mayorality priorities within the crisis period**
- **Defining the main stakeholders and collaboration framework within the anti-crisis context**

[ii] Drafting The 2009-2010 City Crisis Management Action Plan

- **Designing general objectives and specific objectives**
- **Assignment of responsibilities and implementation arrangements**
- **Designing activities and actions**
- **Financial projections**
- **Designing monitoring and evaluation arrangements**

[iii] Granting assistance to the Mayorality in public communication regarding the city anti-crisis management plan

#### DELIVERABLES OF THE ASSIGNMENT:

- § Methodology of the rapid assessment of the potential threats and risks of economic downturn for the operation of Chisinau public authorities – agreed with Project main stakeholders – within 10 days from consultancy commencement
- § Report 'Chisinau local public administration within the context of economic downturn: risks and opportunities' – within 40 days from consultancy commencement
- § Chisinau Mayorality Anti-Crisis Management Plan Draft – agreed with Project and beneficiary – within 75 days from consultancy commencement

COMPANY FEATURES:

- § Legal entity [grouping of such entities (consortia)] or organized team of experts (preferable international team leader and local experts)
- § At least 5 years of proven knowledge and experience in urban management, crisis management, local public administration reform, and public finances related fields
- § At least 5 years of experience in 'road-mapping' public authorities organizational reform and development strategies
- § Knowledge related to public management and socio-economic development of Chisinau Municipality is an advantage
- § Experience of working in Central and Eastern Europe or transition countries
- § Excellent analytical and reporting skills
- § Experience in working with government organizations /local public authorities
- § Excellent writing and communication skills in English
- § Ability to communicate in Romanian/Russian will be a strong advantage



## PRICE SCHEDULE/FINANCIAL PROPOSAL

The Contractor is asked to prepare the Price Schedule/financial proposal and submit it in a separate envelope from the rest of the RFP response as indicated in Section D paragraph 15 (b) of the Instruction to Offerors.

All prices/rates quoted must be exclusive of all taxes, since the UNDP is exempt from taxes as detailed in Annex II, Clause 18. '

The Price Schedule/financial proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Estimates for cost-reimbursable items, if any, such as travel, and out of pocket expenses should be listed separately.

In case of an equipment component to the service provided, the Price Schedule should include figures for both purchase and lease/rent options. The UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages should be used in preparing the price schedule. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

In addition to the hard copy, if possible please also provide the information on CD (IBM compatible).

| <b>Price Schedule*:</b>                   |                               |                        |                           |                         |
|-------------------------------------------|-------------------------------|------------------------|---------------------------|-------------------------|
| <b>Request for Proposals for Services</b> |                               |                        |                           |                         |
| <b>Description of Activity/Item</b>       |                               | <b>Number of Staff</b> | <b>Monthly/Daily Rate</b> | <b>Estimated Amount</b> |
| <b>1.</b>                                 | <b>Remuneration</b>           |                        |                           |                         |
| 1.1                                       | Services in Home office       |                        |                           |                         |
| 1.2                                       | Services in Field             |                        |                           |                         |
|                                           |                               |                        |                           |                         |
| <b>2.</b>                                 | <b>Out of Pocket Expenses</b> |                        |                           |                         |
| 2.1                                       | Travel                        |                        |                           |                         |
| 2.2                                       | Per Diem Allowances           |                        |                           |                         |
| 2.3                                       | Communications                |                        |                           |                         |
| 2.4                                       | Reproduction and Reports      |                        |                           |                         |
| 2.5                                       | Equipment and other items     |                        |                           |                         |
|                                           |                               |                        |                           |                         |

\* Additional budget details explaining the calculations are welcomed.