



SUDAN

REQUEST FOR PROPOSAL (RFP)

TO: Interested Organizations	DATE: 06 October 2009
	REFERENCE: RFP-SS-DDR-170Rev_01-2009 Agents to implement economic reintegration packages for the Sudan Disarmament, Demobilization and Reintegration Programme (SDDRP) in Southern Sudan

Dear Sir/Madam,

1. We hereby solicit from you the request for proposal to **implement economic reintegration packages for the Sudan Disarmament, Demobilization and Reintegration Programme (SDDRP) in 4 states in Southern Sudan – Northern Bahr El Ghazal, Western Bahr El Ghazal, Warrap and Jonglei**, as per enclosed Terms of Reference (TOR), in one or more of the following sectors: agriculture, livestock and animal husbandry; small business; vocational training and alternative education. Similar proposals for the remaining states — Unity and Upper Nile – will be issued subsequently.

2. To enable you to submit a proposal, attached are:

General Information:

- Instructions to Offerors (Annex I)
- General Conditions of Contract (Annex II)
- Terms of Reference (TOR) (Annex III)
- Further information on the SDDRP (Annex IV)

Forms and Formats:

- RFP Acknowledgement Form (Attachment I)
- Technical Proposal Format (Attachment II)
- Price Schedule Format (Attachment III)
- Performance Security Form (Attachment IV)

3. If you request additional information, please send it to the address below in writing:

Contact Person: Josephine Baruch-Tucker/Assefaw Tewolde, Procurement Unit, UNDP Juba

Address: UNDP Southern Sudan
UNDP Compound
Southern Sudan –Juba

E-Mail: Responses should be sent to the following e-mail address
Josephine.Baruch-Tucker@undp.org or Solomon.Kumba@undp.org

4. The UNDP DDR Unit and Southern Sudan DDR Commission (SSDDRC) will hold a bid conference in the UNDP Compound in Juba on Tuesday 13 October 2009 to answer any questions and provide any further clarification on the economic reintegration packages. Please confirm your attendance in writing to Josephine Baruch-Tucker and Assefaw Tewolde, address and e-mail as above. A transcript of the conference will be circulated electronically to interested parties.

5. Submission of Offers

Your offer comprising a technical and financial proposal, in separate sealed envelopes, should reach the address below via courier/hand delivery **on or before Tuesday 27 October at 16:00 hours** Juba Local Time. Late offers will be rejected.

Address: UNDP Southern Sudan
Procurement Unit
UNDP-Compound
Juba – Southern Sudan

Due to time constraints and urgency of the services required for the assignment and in order to facilitate the submission of both Technical and Financial proposals, **the submission duly stamped and signed can be done electronically in PDF format to bids.juba@undp.org**

Technical and Financial proposals should be sent as separate PDF files. To secure your financial offer please set-up a password which will be used at later stage once the evaluation of the technical proposal is complete. The bidders who achieve minimum score will be requested to provide passwords.

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

Sincerely,

Kun Vee Lee
UNDP Operations Manager

ANNEX-I
INSTRUCTIONS TO BIDDERS
***AGENTS TO IMPLEMENT ECONOMIC REINTEGRATION PACKAGES FOR THE SUDAN
DISARMAMENT, DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP) IN
SOUTHERN SUDAN***

A. INTRODUCTION

1. General

This document provides information on how to prepare proposals & apply for required services for the “AGENTS TO IMPLEMENT ECONOMIC REINTEGRATION PACKAGES FOR THE SUDAN DISARMAMENT, DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP) IN SOUTHERN SUDAN”.

2. Cost of proposal

The Offeror shall bear all costs associated with the preparation and submission of the Proposal, 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 for one or more of the four economic reintegration packages in the state(s) in which they are bidding. Proposals offering only part of the requirement for the package(s) they are bidding for will be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms & 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

Prospective Offerors requiring any clarification of the Solicitation Documents may notify the procuring UNDP entity in writing at the organisation’s mailing address, fax number or email address indicated in the RFP. The procuring UNDP entity will respond in writing to any request for clarification of the Solicitation Documents that it receives two days 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 have received the Solicitation Documents. SSDDRC and UNDP will also hold a bid conference on Tuesday 13 October to answer any requests for clarification. A transcript of the conference will be sent to all prospective Offerors that have 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 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:

- RFP Acknowledgement Form;

- Technical Proposal, completed in accordance with clause 8;
- Price Schedule, completed in accordance with clause 9;

8. Technical Proposal Format

The Offeror shall structure the technical part of its Proposal according to the format set out in Attachment II to this RFP. The Technical Proposal will be evaluated against the criteria detailed in Clause 21 of this Instruction, including its adherence to the TOR attached at Annex III, assisted by the following information:

- (a) **Proposed Approach, Management and Work Plan.** This section should demonstrate the Offeror's responsiveness to the RFP by: identifying the specific components proposed, addressing the requirements, as specified, point by point; providing detailed description of the essential performance characteristics proposed and demonstrating how the proposed methodology meets or exceeds the specifications. It should also describe the organizational unit(s) that will be responsible for implementation, and the general management approach towards the project, including describing the Offeror's resources in terms of personnel and other resources necessary for achieving project results. Finally, it should set out a brief work plan.
- (b) **Experience of the Organization.** This section should set out an overview of the organization including the year of establishment, State, Country of incorporation, year of registration in Southern Sudan, years of experience within the state(s) the organization is bidding for, and a brief description of the Offeror's present activities (focusing on services related to the Proposal). The Offeror should comment on its experience in similar projects.
- (c) **Personnel.** CVs for key staff should be attached.

Please note: The technical proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the appropriate Price Schedule.

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 materials/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.

9. Price Schedule

The Offeror shall include an appropriate Price Schedule that sets out the prices of services it proposes to supply under the contract, an example of which is contained in these Solicitations Documents.

10. Proposal currencies

All prices shall be quoted in US dollars.

11. Period of validity of proposals

Proposals shall remain valid for ninety (90) 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.

12. 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 authorized to bind the Offeror to the contract. The latter authorization 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.

13. 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

14. 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 Southern Sudan
Procurement Unit
UNDP-Compound
Juba – Southern Sudan

Marked with –RFP No: RFP-SS-DDR-170Rev_01-2009

**AGENTS TO IMPLEMENT ECONOMIC REINTEGRATION PACKAGES FOR THE SUDAN
DISARMAMENT, DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP) IN
SOUTHERN SUDAN**

Closing Date: Tuesday 27 October at 16:00 hours

(b) Both inner envelopes shall indicate the name and address of the Offeror. The first inner envelope shall contain the technical proposal. The Offerer should submit a separate technical proposal for each state it is bidding in, with sub-sections on each sector it is bidding for (see template at Attachment II). The second inner envelope shall include the price schedule duly identified as such. The Offerer should submit a separate price schedule for each state and each sector it is bidding in (see template at Attachment III).

Due to time constraints, the urgency of services required for the assignment and in order to facilitate the submission of both Technical and Financial proposals, the submission duly stamped and signed can be done electronically in PDF format to bids.juba@undp.org. Technical and Financial proposals should be sent as separate PDF files. To secure your financial offer please set up a password that will be used at a later stage once the evaluation of the Technical proposal is complete. The bidders who achieve the minimum score will be requested to provide passwords.

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.

15. Deadline for submission of proposals

Proposals must be received by the procuring UNDP entity at the address specified in Para 4 of the cover letter no later than **Tuesday 27 October 16:00 hours Juba 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 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.

16. Late Proposals

Any Proposal received by the procuring UNDP entity after the deadline for submission of proposals will be rejected.

17. 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

18. Opening of proposals

The procuring entity will open the Proposals in presence of a Committee formed by the Head of the procuring UNDP entity at the UNDP Office southern Sudan, Juba.

19. Clarification of proposals

To assist in the examination, evaluation and comparison of Proposals, the Committee 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.

20. Preliminary examination

The Committee 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.

Prior to the detailed evaluation, the Committee 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. UNDP'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 Committee and may not subsequently be made responsive by the Offeror by correction of the non-conformity.

21. Evaluation and comparison of proposals

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. Only proposals which reach a 70% technical evaluation (70 out of 100 points, see below) will be reviewed for price.

Technical Evaluation

The technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR) as per the evaluation criteria below. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. Technical proposals will be evaluated for each of the sectors the Offeror is bidding in.

Technical Evaluation Criteria

Technical Proposal Evaluation Form		Maximum Points, by sector			
		Agriculture	Small Business	Vocational Training	Alternative Education
1	Proposed Approach				
1.1	Overall approach: <ul style="list-style-type: none"> • Is the task well-defined, and does it correspond to the TOR? • Is it based on an appropriate understanding of the programme environment, in particular the economic potential of local labour and commodity markets? • Is the support it offers to participants sufficient to achieve the proposal's defined goals/tasks? • Is the approach tailored to meet the specific needs of participants e.g. low literacy? • Is the approach participatory? 	15	15	15	15
1.2	<ul style="list-style-type: none"> • Is the approach gender sensitive 	3	3	3	6
1.3	<ul style="list-style-type: none"> • Is the approach conflict sensitive? • Does it promote reconciliation? 	3	3	3	6
1.5	<ul style="list-style-type: none"> • Does it promote environmentally friendly practices? 	3			
1.6	<ul style="list-style-type: none"> • Does it promote joint ventures? 	3	6	6	
1.3	Work Plan: <ul style="list-style-type: none"> • Are the activities designed to meet participants' needs? • Is the sequence of activities logical and timely? 	10	10	10	10

	<ul style="list-style-type: none"> • Are the different components of the project adequately weighted and sequenced relative to one another? 				
1.4	Sub-Total	37	37	37	37
2	Capacity & Experience of the Organization				
2.1	Management Plan <ul style="list-style-type: none"> • Is the project management plan logical and appropriate to the task? • Appropriateness of proposed partnerships with local NGOs and CBOs • Appropriateness of proposed partnerships with government and other local bodies • Appropriateness of proposed partnership with other UN agencies, international NGOs and others active in relevant areas, e.g. livelihoods, early recovery • Extent and appropriateness to which any work would be subcontracted • Contributions of the Organization to the project • Sufficient internal financial controls • Quality assurance/warranty procedures 	15	15	15	15
2.2	General organizational Capacity <ul style="list-style-type: none"> • Does the organization demonstrate credibility and competence? • Litigation and arbitration history? • Experience of delivering major multilateral or bilateral programmes? 	5	5	5	5
2.3	Experience of Organization relevant to SDDRP <ul style="list-style-type: none"> • Demonstrate at least 12 months of experience in sector(s) • Demonstrate experience in state(s) • Demonstrate experience of working with former combatants, women, people with disabilities and the elderly? • Demonstrate experience of reconciliation and peace building? • Capacity to receive participants within 8 – 12 weeks of signing the contract • Capacity to receive variable numbers of participants over a variable time • Capacity to service participants as close to their area of residence as possible • Experience of working with local NGOs and CBOs • Experience of working with ministries, local government and government institutions, and traditional authorities? 	15	15	15	15
2.4	Sub-Total	35	35	35	35
3	Personnel				
3.1	Suitability of assigned personnel for the project (based on CVs) including: <ul style="list-style-type: none"> • Educational Qualifications • Relevant Experience in the area of specialization • Knowledge of the region • International Experience Indication that assigned personnel will remain under contract for a significant % of the programme, <u>or</u> similarly qualified personnel will be deployed to fill the gap if assigned personnel leave.	15	15	15	15
3.2	Sub-Total	13	13	13	13
4	Monitoring & Evaluation				
4.1	<ul style="list-style-type: none"> • are there at least two dedicated M&E Staff? • do the staff have at least three years of relevant M&E experience? • Does the document contain SMART performance monitoring indicators? • Is there an M&E plan? 	15	15	15	15

4.2	Sub-Total	15	15	15	15
	Total	100	100	100	100

Financial/Price Evaluation

Price proposals of technically responsive proposals will be reviewed. Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price, the lower price shall prevail and the higher 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. Total overhead costs shall not exceed 7% of the value of the proposal (where overheads are defined as "indirect costs," i.e. ongoing administrative expenses of the organization that are not be attributed specifically to the project itself and which are hence figured as percentage basis of the overall price proposal rather than being broken down as identifiable unit costs). Attachment III contains specifications of what the price schedule should include, and an example of what it might look like.

The price schedule will be scored on the basis of overall project support costs for the delivery of the reintegration economic packages. The lowest "project support costs" as a percentage of the total price proposal will be awarded the highest amount of points, 30/30, and other price proposals will be awarded points in accordance with the following formula: Price Proposal score = ("lowest project support costs as a %age of total/proposal's project support costs as a %age of total) x 30.

F. AWARD OF CONTRACT

22. 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 UNDP's action. UNDP reserves the right to split the award in any accommodation, including awarding a contract to only one of the sector(s) or state(s) the Offeror is bidding for.

The procuring UNDP entity reserves the right to enter into negotiation (upscale/downscale of technical proposal and price reduction) with respect to one or more proposals prior to the award of a contract, split an award/awards and to consider localized award/awards between any proposers in any combination, as it may deem appropriate without prior written acceptance of the proposers.

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 achieved the highest combined score of technical and price (out of a total 100 points, 70 for technical and 30 for price).

23. UNDP's right to vary requirements at time of award

UNDP 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 up to 25% of proposed cost.

24. Signing of the contract

Within 15 days of receipt of the contract the successful Offeror shall sign and date the contract and return it to UNDP.

25. Performance security

Within 15 days of the receipt of the Contract from UNDP, the successful Offeror may be required to provide a performance security on the Performance Security Form provided in the Solicitation Documents and in accordance with the Special Conditions of Contract. Failure of the successful Offeror to comply shall constitute sufficient grounds for the annulment of the award and forfeiture of the Proposal security if any, in which event UNDP may make the award to the next lowest evaluated Offeror or call for new Proposal

ANNEX-II
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 and shall fulfill 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 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 and conform to the provisions of this Contract.
6. **OFFICIALS NOT TO BENEFIT:** The Contractor warrants that no official of UNDP 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 being 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.
- 16.3. **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.
- 17. TAX EXEMPTION**
- 17.1. 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.
- 17.2. 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.
- 18. CHILD LABOUR**
- 18.1. 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.
- 18.2. 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.
- 19. MINES**
- 19.1. 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.
- 19.2. 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.
20. **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.
21. **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.

ANNEX-III

TERMS OF REFERENCE FOR AGENTS TO IMPLEMENT ECONOMIC REINTEGRATION PACKAGES FOR THE SUDAN DISARMAMENT, DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP) IN SOUTHERN SUDAN

1. Background

DDR is an integral part of Sudan's Comprehensive Peace Agreement (CPA), which was signed on 9 January 2005, marking the end of Africa's longest civil war. Restoring and strengthening security through disarmament, demobilization and, in particular, reintegration into civilian society, of ex-combatants and associates is a key requirement for securing the transition to peace opened by the CPA. The Sudan DDR Programme, 2009 – 2012, will support ex-combatants (XCs) associated with SAF, SPLA and Other Armed Groups (OAGs) who aligned with the SAF or SPLA in June 2007 to be eligible for DDR. It will also support the elderly, people with disabilities and women associated with armed forces (WAAF), known as Special Needs Groups (SNGs). 180,000 participants will be supported under the SDDRP, 90,000 in the North and 90,000 in the South. The first phase of DDR, which was launched in Southern Sudan in early June 2009, caters to a caseload of 34,000 in Southern Sudan and 30,000 in Northern Sudan, prioritizing SNGs. At present demobilization of Phase I participants has completed in Central Equatoria on 31 August, and is due to roll out across the rest of Southern Sudan over the next 12 months. A document containing more detail on the SDDRP is attached at Annex IV

The SDDRP is a nationally owned programme, and its planning and implementation is led by the Government of National Unity (GoNU), and within Southern Sudan by the Southern Sudan DDR Commissions (SSDDRC) as the appointed Government of Southern Sudan (GoSS) institution. The SSDDRC and other relevant national institutions are being supported by a specially established integrated UN DDR Unit (IUNDDRU), made up of the United Nations Mission in Sudan (UNMIS), UNDP, UNICEF, WFP and UNFPA. Within the IUNDDRU, UNDP is leading on supporting SSDDRC to design and implement the reintegration component of DDR. In accordance with the understanding reached by GoNU, GOSS and donors, procurement and project management will be co-managed by SSDDRC and UNDP, governed by UNDP Programme and Operations Policies (POPP). SSDDRC will attend the evaluation of bids in response to this RFP, and workplans of successful Implementing Partners(s) (IP) will be developed in consultation with SSDDRC and UNDP.

Reintegration is the process by which ex-combatants acquire civilian status and are supported to develop a sustainable livelihood. It begins at the demobilization site, where participants receive, amongst other things: a reinsertion grant worth 860SD, a package of non-food items, and a voucher for 3 months worth of a food for a family of 5; a medical screening to identify special needs; an individual interview in which they will indicate their initial choice of economic reintegration package from a choice of agriculture, livestock and animal husbandry/small business/vocational training/adult education; and a referral slip for one to one counseling at the SSDDRC state office in the state they choose for reintegration.

During one to one counseling, participants select their preferred reintegration package, and are referred to an implementing partner (IP) in the state they will reintegrate in. Once the individual participant is referred to an IP, the IP should provide support to him/her for a period of six months to a year (further detail on the nature of the support is set out in section 3). Successful IP(s) will receive US\$1,500 per capita for each participant.

At this point SSDDRC and UNDP cannot confirm the number of participants that will reintegrate in each state, or which economic reintegration packages they will choose, as this is dependent on the demobilization process, which is yet to start in Northern and Western Bahr El Ghazal, Warrap and Jonglei. The table below provides data on the estimated number of participants that will be demobilized in Northern and Western Bahr El Ghazal, Warrap and Jonglei. It is anticipated that the majority of these will reintegrate in the state in which they are demobilized. However, this data is indicative, and it is expected that the numbers will vary. The table also contains data on the number of participants demobilized in Central Equatoria (CEQ) that have chosen to reintegrate in each of the states.

State	Estimated number of participants to be demobilized	Number of participants demobilized in CEQ to be reintegrated
Northern Bahr El Ghazal	2844	285
Western Bahr El Ghazal	2929	82
Warrap	84	154
Jonglei	3553	214

As demobilization rolls out across Southern Sudan the numbers of participants that reintegrate in each of the three states will increase. The degree to which the numbers increase, and the timing of the increase, will vary between the states, depending on the date demobilization occurs in that state, and the number of participants that choose to reintegrate in that state who are demobilizing in other states that choose to reintegrate there.

As it is not possible at this stage to quantify the exact number of participants per state, or economic package, successful IP(s) will be assured of funding for a minimum of 100 participants (US\$150,000), and will also be provided with weekly updates. It is hoped that successful IP(s) in Phase I will continue to work with the SDDRP for the Phase II caseload of a further 60,000 participants, anticipated to begin in 2011.

2. Objective

The SDDRP is an integral part of DDR, and is aimed to facilitate and accelerate the economic and social reintegration of former combatants and WAAF into civil society, thereby contributing to broader reconciliation and recovery across Southern Sudan. Its primary objective is to build the capacity of participants to generate income, gain employment and a liveable wage, and pursue peaceful and sustainable livelihoods in both urban and rural areas. This will be achieved by providing individual participants with a combination of material assets, training – including in essential and marketable agricultural, business, entrepreneurship and vocational skills, apprenticeships/job placements, alternative education and follow-up support.

To achieve this goal successful IP(s) will provide eligible DDR participants with one-time reintegration packages of a similar value, in close collaboration with SSDDRC and UNDP. Packages will be tailored to participants skills and capabilities, area of reintegration, and match their aspirations to the maximum extent possible. IP(s) will also work in partnership with local NGOs and community based organisations (CBOs), and build their capacity where necessary, including technical assistance in the areas of project planning, implementation, management and monitoring. Where possible IP(s) should seek to deliver training through local partners, including extension workers and vocational training centres (VTCs), strengthening their capacity. SSDDRC and UNDP will provide support to successful IP(s) to ensure a common standard of service across Southern Sudan. This will include provision of:

- an entrepreneurship training package on entrepreneurial and business skills and concepts. The package will be tailored to the specific needs of participants (e.g. limited numeracy and literacy) and include a training of the trainers (ToT).
- a ‘civilian’ training package on civilian skills (e.g. in civic education, hygiene, basic health information, basic numeracy/literacy, non-violent conflict resolution skills), including a ToT.
- guidance on how to incorporate basic literacy and numeracy training into other the economic packages, based on best practice identified in Southern Sudan and elsewhere.
- standard tools to conduct market and labor surveys and identify small business and other economic opportunities.

SSDDRC and UNDP will also consider providing further discrete, technical support to IP(s) to ensure a similar standard of service across Southern Sudan, if common gaps or needs arise during the implementation of the SDDRP

3. Scope of Work

Through this Request for Proposals (RFP), SSDDRC and UNDP are seeking IP(s) to deliver economic reintegration packages to individual DDR participants, in the following sectors:

- **agriculture, livestock, animal husbandry and other related activities**, which may include, but are not limited to: crops, vegetables, cows, sheep, goats, poultry, fishery, forestry, apiary, simple agro-processing and assets to increase productivity, e.g. irrigation, processing, cultivation etc. Where possible, IP(s) should support participants who want a ‘mixed’ package, e.g. vegetables and goats.
- **small businesses**, which may include, but are not limited to: tea/coffee stalls, hairdressing, motorbike/tire repair, air time vendor, juice bars, bakeries, minibus services, phone repair, commodity shops, therapeutic massage and beauty treatment, tailoring, shoe making, soap making, brick production, tile making, henna/neem processing, and food processing.
- **vocational training**, which may include, but are not limited to: carpentry, plumbing, masonry/construction, welding and metalwork, auto mechanics, glazier, electrical/refrigeration, electronics (phone, radio repair etc), tailoring, food processing, hospitality services, computer/IT skills, and office management.

- **alternative education**, which may include but is not limited to: accelerated learning programmes (ALP), basic adult literacy programmes (BALP), and integrated ALP/BALP, including skills training.
- All packages, with the exception of alternative education, should include the provision of training, material assets for start-up, and follow-up services. The scope of work for the IP(s) for this programme includes the following:

3.1 General Provisions – profile and selection criteria

Successful IP(s) will have:

1. registered within Southern Sudan in the last 24 months, and have either presence in the state they are bidding for or significant experience across a number of states in Southern Sudan.
2. been operating programmes for the last 12 months in the sector(s) they bid for, and have qualified staff with appropriate technical experience, in-depth knowledge of the sector(s) they bid in including the local labor and goods markets, and relationships with local NGOs, the private sector, relevant ministries and local governments, or demonstrate capacity to sub-contract a partner that meets the required technical criteria for that sector.
3. institutional capacity, specifically to meet SSDDRC and UNDP requirements, including standards for procurement, financial reporting and monitoring, and rapid provision of contracted supplies and services
4. the capacity to receive participants within 8 to 12 weeks of signing the contract
5. the flexibility to cope with a variable number of participants over a variable time

Successful IP(s) will be required to:

6. provide packages for all participants, including women and people with disabilities, who choose the economic package(s) in the state(s) the IP bids for, i.e. an IP who successfully bids for small business in Lakes will be responsible for delivering all business packages in Lakes, an IP who successfully bids for small business and vocational training in Warrap and Jonglei will be responsible for delivering all small business and vocational training packages in Warrap and Jonglei.
7. provide packages of a similar value to all participants it supports. SSDDRC and UNDP do not support cash provision, with the exception of possible daily stipends to participants undergoing lengthy training.
8. jointly agree with individual participants the exact package they will receive (e.g.: in small business whether the participant will set up a tea stall, a tire repair service etc), review his/her skills and competencies to ensure he/she is able to complete it, and jointly agree a timeline for distributing the elements of the package. The participant will be required to sign a ‘contract’ demonstrating commitment to completion of the package.
9. deliver training to participants, including:
 - designing training courses that are based on in-depth knowledge of local labor and agricultural markets, including identifying surplus or deficits of labor in specific trades, to ensure courses are not offered where there is no potential for income generation or a livable wage.
 - tailor training curricula and methodologies to match participants’ level of understanding and education, e.g. lower than average literacy and numeracy.
 - provide entrepreneurship training to all participants in the SDDRP in Southern Sudan, and civilian training, where feasible. SSDDRC and UNDP are in the process of developing an entrepreneurship and a modular civilian training package (e.g. in civic education, hygiene, basic health information, basic numeracy/literacy, non-violent conflict resolution skills), and will provide training materials and a training of the trainers (ToT) for both packages to all successful IP(s).
10. ensure packages are gender sensitive, and open to both men and women, and adapt them to meet the specific needs of SNGs, i.e. women, people with disabilities and elderly.
11. service participants as close to their area of residence as possible. IP(s) who deliver agriculture, livestock and animal husbandry packages will be expected to service participants within their payam, and where possible their boma.
12. implement jointly with local NGOs, CBOs and CSOs, including providing technical assistance and capacity building support as necessary, and monitoring implementation to ensure high quality support.

Priority will be given to proposals that:

13. cover more than one state, and/or economic package, provided the quality is competitive (e.g. a proposal that covers more than one state and/or economic package will not be prioritized over a proposal covering one state and/or one economic package with a higher combined score)
14. are conflict sensitive, e.g.:
 - promote peacebuilding and reconciliation

- in the agriculture, livestock and animal husbandry package, actively manage and mitigate the risk of participants engaging in resource-based conflicts, in particular around access to land for agricultural activities and grazing, and access to water points
15. are gender sensitive, e.g. take equal account of the needs/constraints of men and women (e.g. providing training when women have free time, or facilitating access to child care).
 16. promote joint ventures e.g.:
 - encourage participants to form joint ventures/mini cooperatives – e.g. to store or sell products, access micro-finance, purchase/rent assets to increase income – with other participants, and/or family/extended family members and other community members.
 - facilitate access for participants to any existing joint ventures and cooperatives in their communities
 - jointly train participants with civilians on a similar programme where appropriate to increase the likelihood of social reintegration.
 17. support local markets, by procuring, where possible, materials produced and sold locally (e.g. hand tools, local varieties of seeds, local materials).
 18. adopt a phased approach to training, and deliver it through local structures, e.g. vocational training centers, extension workers etc.
 19. promote environmentally friendly practices and greater environmental awareness, including of local ecosystems, in particular for IP(s) bidding to deliver agriculture, livestock and animal husbandry packages
 20. promote the use of locally available materials with potential high market values, such as neem (*azadirachta indica*), in the production of tea, soap, oil, cream and organic products for IP(s) bidding to deliver agriculture, livestock and animal husbandry, and small business packages.
 21. promote innovative technologies and techniques that maximize productivity and efficiency (e.g. improved hand tools, energy efficient construction, drip irrigation etc)
 22. build links with organizations (UN, NGOs and the private sector) working in the areas of reintegration, agriculture/livelihoods, early recovery, community security, conflict prevention and management and reconciliation. This should include, but not be limited to, dialogue, sharing of information/analysis and seeking practical opportunities for collaboration.

3.2 Specific Provisions

Potential IP(s) are required to submit a technical proposal detailing how they will deliver the package(s) they bid for (a technical proposal format is included at Attachment II). Section 3.2.1 specifies the information IP(s) must provide on the training and/or material packages they intend to deliver, and guidance on the services successful IP(s) will be expected to deliver specifically in each of the four packages. Sections 3.2.2 to 3.2.4 specify the information IP(s) must provide generally for all packages, including regular follow-up services, monitoring and reporting, and coordination, and guidance on the services successful IP(s) will be expected to deliver in these areas.

3.2.1 Training and/or material packages in a) agriculture, livestock and animal husbandry, b) small business, c) vocational training and d) alternative education

a) Agriculture, livestock and husbandry

Training

In the technical proposal, potential IP(s) bidding to deliver agriculture, livestock and animal husbandry packages should detail how they will train participants, including training methodologies and a curricula. The following sets out guidance on the type of training services successful IP(s) will be required to deliver.

Successful IP(s) will be required to:

23. provide an appropriate mix of theoretical and practical training to participants through locally recognized professionals or paraprofessionals in livestock, agriculture and animal husbandry. Group training should be delivered, where possible, to participants of a similar level of experience and education.
24. develop curricula, which might include, but should not be limited to the following:
 - on agriculture
 - i. cultivation cycles and operations such as tillage, sowing, planting the seedling, harvesting and other as appropriate
 - ii. crop care instructions, such as watering, proper use of cultivation tools and irrigation

- implements
 - iii. proper use of legal herbicides, pesticides and crop nutrients
 - iv. harvest conservation for own consumption or sale
 - v. construction and/or maintenance of crop storage space and other necessary basic assets, e.g. dry or 'live' fences for vegetable gardens
 - vi. methods for transition from food/feed to cash crops, and intensive use of land, including crop rotation and intercropping
 - vii. post-harvest support, e.g. drying, and additional training to interested participants on simple agro processing, e.g. seed multiplication, oil extraction, peanut butter production
 - on livestock/animal husbandry
 - i. basic veterinary skills training and appropriate livestock rearing techniques
 - ii. animal husbandry related health care instructions such as feeding, vaccination etc
 - iii. construction and/or maintenance of livestock shelter
 - iv. additional veterinary skills training to interested participants so they can operate as community animal health workers and/or run clinics in areas where there are no veterinary services
 - v. additional training to interested participants in animal product processing, e.g. milk and butter processing, hide/skin
 - on other related options
 - i. fishery – net making, boat building, basic fish stock conservation (e.g. gauge of net) and additional training to interested participants in fish processing, e.g. drying and preservation
 - ii. forestry – tree nursery development – fruit and non-fruit, and additional training to interested participants in fruit drying and juicing
 - iii. apiary – hive construction and/or maintenance, bee colony management, honey harvesting and processing, basic awareness of nutritional/medicinal/ commercial value of other products – beeswax, pollen, royal jelly, propolis
 - iv. assets to expand production – e.g. irrigation, ox plow, mechanized farming tools
25. provide practical follow up and on site technical advice through locally recognized technical experts or paraprofessionals on livestock, agriculture and animal husbandry. This could be incorporated into monitoring
26. provide training on entrepreneurial skills through appropriate qualified trainers. SSDDRC and UNDP will provide a common entrepreneurship training package and a training of trainers (ToT) to successful IP(s) to ensure a minimum standard of service. See paragraph 33 for a description of the likely content of the training package.

Material packages

Potential IP(s) are also required to submit a detailed proposal of the material component of the livestock, agriculture, animal husbandry and other relevant packages, including a breakdown of quantities. A technical proposal format is attached at Attachment II. The following sets out guidance on the type of material packages successful IP(s) will be required to deliver. Costs should be detailed separately in the price schedule (guidance attached at Attachment III).

Successful IP(s) should provide material packages, which might include, but should not be limited to:

27. crops:
- assorted vegetable seeds/seedling pack – e.g. tomato, okra, egg plant, pumpkin, cucumber – and/or assorted crop seeds pack – e.g. sorghum, maize, groundnuts, lubia
 - basic cultivation tools – e.g. hoe, sickle, plow
 - basic irrigation equipment – e.g. baskets, pipes, connecting parts
 - materials for the construction of crop storage space and/or fences as appropriate
 - pesticides, herbicides
28. livestock/animal husbandry:
- goats/sheep/cows/poultry/rabbits
 - basic veterinary kit – e.g. medicine, vaccination
 - supplementary feed
 - identifying tag/marker
 - feeders and waterers

- shelter/construction materials
29. fishery:
- boat/canoe
 - fishing net
 - other equipment – e.g. paddles, hooks, floats weights, twine
30. forestry:
- tree seedlings, basic equipment
31. apiary:
- traditional hive/materials for hive construction
 - protective gear – e.g. overall, veil, gloves
 - smoker
 - basic harvesting equipment – e.g. filtering cloths/buckets
 - basic storage equipment – e.g. jars
32. assets for increasing agricultural productivity – e.g. advanced irrigation, ox plow, mechanized farming tools. This option is likely to be appropriate for participants with existing material assets. Successful IP(s) might also encourage participants to form collectives and receive a shared asset as part of their package, e.g. share a water pump, storage or processing facilities.

b) small business

Training

In the technical proposal, potential IP(s) bidding to deliver small business packages should detail how they will train participants, including training methodologies and a curricula. The following sets out guidance on the type of training services successful IP(s) will be required to deliver.

Successful IP(s) will be required to:

33. provide an appropriate mix of theoretical and practical training to participants on basic business and entrepreneurial skills through qualified trainers, including delivering group training, where possible, to participants of a similar level of experience and education. SSDDRC and UNDP will provide a common business training package and a training of trainers (ToT) to successful IP(s) to ensure a minimum standard of service. The curricula of the common business training package is likely to include:
- introduction to entrepreneurship
 - business idea generation for a feasible enterprise
 - developing a business plan
 - understanding basic business concepts, e.g. profit, loss, cash flow
 - starting businesses
 - improve enterprise profitability for growth and expansion, e.g. reinvestment, identifying niche markets
34. ensure participants have the minimum skills necessary to conduct the business of their choice (e.g. hairdressing, bakery)
35. identify requirements in licensing and taxation in the business of participants' choice.
36. provide on-site technical advice on the start up of that business, including advice on licensing and legal requirements and taxation. Where possible and appropriate, successful IP(s) might also consider methods of quickly upgrading participants' technical skills, e.g. short placements in the business of their choice.

Material package

Potential IP(s) are also required to submit a detailed proposal of the material component of the small business package, including a breakdown of quantities. A technical proposal format is attached at Attachment II. The following sets out guidance on the type of material packages successful IP(s) will be required to deliver. Costs should be detailed separately in the price schedule (guidance attached at Attachment III).

Successful IP(s) should provide material packages, which might include but should not be limited to:

37. tea/coffee shops
- tea/coffee making equipment – e.g. heating equipment, glasses, tray, kettle, water jerrican
 - start up consumables – e.g. coffee, tea, sugar, milk powder

- furniture – e.g. tables, chairs, tea/coffee stand
38. air time vendor
- telephone equipment, e.g. table phones, chargers, charging board, air time scratch cards
 - furniture, e.g. chairs, tables
 - electrical equipment, e.g. calculator
39. brick making
- tools – e.g. spades, hoes, axes, panga, brick moulding boxes
 - containers – e.g. wheelbarrow, jerry cans
 - assorted materials – e.g. plastic sheets, wood
40. hair dressing
- hair dressing equipment – e.g. chemicals, treatments, weaves, drier, trimmers/cutters, styling equipment (combs, rollers, shampoo etc)
 - furniture – e.g. rinsing sink, mirrors, tables, chairs, others (buckets, mugs etc)
 - additional electrical equipment – e.g. fans
41. therapeutic massage and beauty treatments
- massage equipment – e.g. cloths, oils, soaps
 - beauty treatment equipment – e.g. manicure/pedicure lotions and other equipment
 - furniture – e.g. chairs
42. other – for small businesses with low-cost start up materials, successful IP(s) might also consider providing initial coverage of rent, licensing etc.

Successful IP(s) might also consider identifying participants who wish to work in the same business and form small collectives in enterprises where the costs of basic materials exceeds the funding provided to individual participant(s). Examples of packages for collective businesses include:

43. bars
- bar equipment – e.g. glasses, opener, fridges, crates
 - furniture – e.g. chairs, tables, lamps
 - start-up consumables – e.g. beer, soda, water
 - electrical equipment – e.g. wiring, generator
 - materials for bar construction
44. restaurants
- cooking equipment – e.g. cooker, sauce pans, cooking pots, knives
 - serving equipment – e.g. cutlery, crockery, trays, condiments, toothpicks, napkins
 - furniture – e.g. tables, chairs, sink
 - start-up consumables – e.g. meat, vegetables, spices
 - electrical equipment – e.g. wiring, generator
 - materials for restaurant construction
45. small transport company
- motorbikes
 - motorbike hauling equipment
 - repair toolkit
 - license

c) vocational training

Training

In the technical proposal, potential IP(s) bidding to deliver vocational training should detail how they will train participants, including training methodologies and a curricula. The following sets out guidance on the type of training services successful IP(s) will be required to deliver.

Successful IP(s) will be required to:

46. test participants baseline skills/competencies through a standardized skill test, where applicable and necessary.
47. provide an appropriate mix of theoretical and practical training to participants on essential and marketable vocational skills through qualified trainers and/or apprenticeship opportunities

48. provide adequate training facilities and all necessary training supplies
49. provide participants with a small monthly stipend for food, lodging etc whilst they attend training
50. provide, as much as possible, a referral and tracking system for completers
51. provide orientation for state-based SSDDRC and UNDP caseworkers and reintegration staff on the details of the vocational training and job placement packages prior to the commencement of the reintegration support services delivery process. This will include a list of skills, course syllabus and eligibility criteria for each training sector.
52. provide training on entrepreneurial skills through appropriate qualified trainers. SSDDRC and UNDP will provide a common entrepreneurship training package and a training of trainers (ToT) to successful IP(s) to ensure a minimum standard of service. See paragraph 32 for a description of the likely content of the training package.

Material package

Potential IP(s) are also required to submit a detailed proposal of the toolkit that will be delivered at the end of training, including a breakdown of quantities, e.g. equipment, raw materials, supplies. A technical proposal format is attached at Attachment II. Costs should be detailed separately in the price schedule (guidance attached at Attachment III).

d) alternative education

Training

In the technical proposal potential IP(s) bidding to deliver alternative education packages will be required to outline clearly their approach to delivering alternative education packages, including on: the modality of delivery, course content, teaching/training materials, teachers/trainers, and teaching/training locations. Priority will be given to proposals that support an integrated approach to functional literacy and accelerated learning. The following sets out guidance on the educational modalities successful IP(s) might use.

Successful IP(s) will be required to:

53. ensure the Ministry of Education Directorate of Alternative Education Systems is content with their proposed modality of delivery.
54. deliver alternative education packages through one or a combination of modalities, including, but not limited to:

- *Integrated Accelerated Learning Programme (ALP) or Basic Adult Literacy Programme (BALP) and Skills/Entrepreneurial Training.* This could consist of a mix of literacy/numeracy and skills/entrepreneurial training delivered in three modules over the period of support to participants:

- i. module 1 – ALP/BALP Level 1/Part 1
- ii. module 2 – ALP/BALP Level 1/Part 2, plus Skills Training Level 1
- iii. module 3 – Skills Training Level 2

Participants could be tested on ALP/BALP at the end of the second module, and on skills training at the end of the third module, and be awarded a BALP/ALP Level 1 certificate, based on performance in the test at the end of the second module, and Skills Certificate based on a test at the end of the third module, combined with observation and practical work. Participants might also be offered the choice to specialize in different skills areas during the third module.

- *Accelerated Learning Programme (ALP).* The standard ALP model in Southern Sudan is only open to those who are 30 years and below, and it compresses eight years of primary school education into four 1 year modules (L1 to L4) each equivalent to two years of primary education. For the SDDRP IP(s) would be required to deliver the ALP over a maximum 1 year period, educating participants to an L1 level. Successful IP(s) would be required to make an agreement with the AES directorate that participants can enter the L1 final examinations and receive an L1 certificate, qualifying them for re-entrance into subsequent levels of the ALP. IP(s) would also be expected to ensure assessment is conducted throughout the duration of the course through written tests, practical work, projects and observations.
- *Basic Adult Literacy Programme (BALP).* The standard BALP model is open to those who are 19 and over, including those over 30. For the SDDRP successful IP(s) would be required to deliver the BALP in a maximum of 9 months. The course schedules should be flexible, to

- accommodate the varying and diverse responsibilities of participants. Completion of this course should lead to the award of a BALP L1 certificate.
- *Other complementary options* – SSDDRC and UNDP will also consider the use of other models of alternative education, such as Community Girls Schools (CGS) and intensive English courses, if the IP provides strong justification, on the basis of participants’ needs.
55. cater, where possible, to participants with a higher level of education, e.g. who already have attained ALP/BALP L1.
 56. deliver training through experienced and competent trainers and teachers. This might include but should not be limited to:
 - for the *integrated ALP/BALP and Skills training*, engaging existing staff, and, where necessary, sourcing teachers from external institutions, including vocational training centers, local schools, qualified volunteers etc.
 - for the *ALP*, engaging existing staff, and, where necessary, sourcing teachers from external sources, including the Ministry of Education’s AES Directorate, and teachers from local primary schools where this does not disrupt the delivery of normal classes. Where these are not available successful IP(s) might recruit and train volunteers from the community (with a minimum level of primary education).
 - for the *BALP*, engaging existing staff, and, where necessary, sourcing teachers from local schools where this does not disrupt the delivery of normal classes. Where these are not available successful IP(s) might recruit and train volunteers (with a minimum level of primary school education), and/or bring in members of the community to support teachers.
 57. develop the content of alternative education courses, as necessary. ALP/BALP should be based on the AES approved syllabus, with modules taught in the local language(s) at the outset, and subsequently in English. Successful IP(s) who wished to adapt ALP/BALP curricular to suit the specific needs of participants would need to get prior approval from the Ministry of Education Directorate of Alternative Education Systems. The content of the skills training of the integrated ALP/BALP and skills course should be based on materials developed by the Ministry of Education, and other organizations engaged in vocational training in Southern Sudan where necessary.
 58. provide training on entrepreneurial skills through appropriate qualified trainers. SSDDRC and UNDP will provide a common entrepreneurship training package and a training of trainers (ToT) to successful IP(s) to ensure a minimum standard of service.
 59. provide all learning and teaching materials, such as exercise books, pens, pencils, textbooks etc, including procuring ALP and BALP textbooks and other training materials from the Ministry of Education Directorate of Alternative Education Systems.
 60. provide an appropriate location for training and teaching, or identify an existing venue in collaboration with state, local authorities and other agencies, as close to the majority of participants’ areas of residence as possible. SSDDRC and UNDP will not, in principle, approve requests for the construction, renovation or rent of venue(s). Locations could include, but should not be limited to:
 - for the *integrated ALP/BALP and Skills/Entrepreneurial training* IP(s) will be required to own or have access to vocational training facilities with appropriate space/equipment, e.g. workshops equipped with appropriate machinery. Locations for delivering ALP/BALP modules might include ALP centers, livelihood centers, vocational training centers, primary schools, churches, community centers etc
 - for the *ALP and the BALP*, where IP(s) do not have their own venue(s), they should, where use existing structures, such as schools, churches, community centers and other suitable spaces, coordinating with state and local authorities where possible, particularly for the ALP.

3.2.2 Regular follow-up services – for all economic packages

Potential IP(s) are required to submit a proposal detailing follow-up services. The following sets out guidance on the type of follow-up services successful IP(s) should provide.

Successful IPs will be expected to provide follow-up services to all participants for a maximum of 6 months (dependent in part on the package delivered), both jointly agreed visits and without prior notice. Services might include, but should not be limited to:

61. providing market information and identify and facilitate possible marketing channels.
62. where possible identifying microfinance opportunities and assist participants in applying for a loan from a local microfinance provider.

63. providing information on further training courses/education within the sector the participant is active/interested in.
64. observing participant's progress and compliance with training provided and use of materials, paying special attention to proxies (i.e. where the participant has a disability and has nominated a proxy to receive the package).

Successful IP(s) will also be expected to provide specific follow-up services for the following packages, which might include but should not be limited to:

65. in ***agriculture, livestock and animal husbandry***

- raising awareness of the benefits of selling surplus produce/livestock to generate income and promote sustainable livelihoods
- ensuring compliance with crop care, avoidance of crop failure and use of herbicides, pesticides and fertilizer
- utilization of veterinary and other skills training in the care and raising of animals

66. in ***small business***

- facilitate, where possible, marketing of participants' products, e.g. through trade fairs
- link participants with business communities, self-help groups or cooperatives, where possible, to facilitate networking, information sharing and further business opportunities

67. in ***vocational training***

- monitor and support individuals' progress during the vocational training process, including ensuring the participant is attending courses, gauging the satisfaction/successful learning of the participant with the training, assessing the quality of toolkits and quality/relevance of apprenticeships/job placements.
- provide support to participants to identify opportunities for self-employment/employment and gain a job placement after vocational training has ended but within the project period.
- maintain relationships with local businesses and NGOs to support apprenticeships and employment opportunities.

3.2.3 Monitoring and reporting

Monitoring and reporting will be essential for SSDDRC and UNDP to monitor progress, provide technical support when needed and disburse funds for implementation. Timely and accurate reporting would be a pre-condition for disbursements. Successful IP(s) will therefore be expected to:

68. ensure accountability and transparency in the management and use of funds provided by UNDP and take all efforts to eliminate potential misuse of funds
69. ensure timely delivery of narrative and financial reporting to UNDP and SSDDRC on activities undertaken, including three different types of report:
 - a monthly summary report, to be submitted within 7 calendar days after each month, including: progress against planned activities; challenges and recommended remedial actions; upcoming activities, including brief timeline; and ex-combatant tracking table for each participant including: name, ID card #, starting date, sector of economic package (e.g. agriculture, sheep, fishery), status (enrolled, trained, received package etc), attendance, digital photos etc. The IP should submit the tracking report in EXCEL format to be specified and provided by UNDP.
 - quarterly report covering all activities during a specific calendar quarter, due two weeks after the completion of each quarter, including: progress against outputs, analysis of aggregated ex-combatant data in a chart form; assessment of last quarter's activities; analysis of the program's sustainability, appropriateness, attractiveness to ex-combatants, client satisfaction and in some cases, quotations from conversation with clients, digital photos and other analytical comments; and key lessons learned to help SSDDRC and UNDP to help them improve the programme.
 - a final report, due within 30 calendar days after the completion of the project. All reports remain the property of UNDP and should not be disseminated to external audiences including the media without prior approval of the relevant Manager(s) at UNDP.
70. ensure appropriate financial and narrative reporting by local NGOs, CBOs and CSOs on activities implemented for this programme.

3.2.4 Coordination and collaboration

Successful IP(s) will be expected to:

71. collaborate and interact with SSDDRC and UNDP in implementing the project, including taking measures to address any issues of concern raised by UNDP in the course of the project and attending Reintegration Technical Coordination Committee (RTCC) monthly meetings chaired by SSDDRC at the state level
72. provide orientation for state-based SDDRC and UNDP caseworkers and reintegration staff on the details of the packages prior to the commencement of the reintegration support services delivery process
73. collaborate closely with local government partners in the target geographic areas of the project and national Ministries relevant to the specific package(s) IP(s) deliver, including but not limited to the Ministry of Agriculture and Forestry, the Ministry of Animal Resources and Fisheries, the Ministry of Cooperatives, the Ministry of Education, Ministry of Labor and traditional authorities
74. coordinate with other SSDDR IP(s) in the same state, including common provision of joint services (e.g. training) where appropriate
75. coordinate with other organization(s) delivering wider reintegration, recovery and conflict prevention activities

4. Time Frame of Programme

Support should be provided to individual participants for a minimum 6 month, maximum 12 month period, from the point he/she is referred to an IP. As set out earlier successful IP(s) are likely to have participants referred to them over a variable period of time. Therefore:

- it is understood that successful IP(s) may wish to group participants and create economies of scale, rather than training participants individually. Thus some participants may need to wait a number of months from the point they are referred to IP(s) to receive specific organized training. This particularly applies to vocational training and alternative education, where training may be scheduled to start at set times over the calendar/academic year; and
- successful IP(s) should distribute the material components of agriculture, livestock and animal husbandry (e.g. tools, seeds) and small business packages, either within 8 weeks of the point of referral notification, or at a time when the participant has made progress in the training to a sufficient level (pre-agreed with the IP) to use the materials. This also applies to vocational training and small business, where participants will not be issued with toolkits/materials until they have demonstrated sufficient skill or capacity to use them.

5. Payment Structure

Payments will be made directly by UNDP to the selected implementing agent(s) based on benchmarks and agreed deliverables in the contract and technical proposal submitted by the organization.

6. Monitoring, Reporting and Audit

The IP(s) will be required to report to UNDP on an agreed schedule. Reports will consist both narrative and financial parts. The narrative reports shall be in the format provided by UNDP and shall describe in detail the services rendered under the contract during the period of time covered, including activities undertaken, outputs achieved, progress against indicators etc. The financial reports will include a statement of actual expenditures in the reporting period per agreed budget lines.

Financial reports will be reviewed by UNDP to assess fairness of expenditure against agreed budgets and as requested supporting documentation will be provided by the implementing agent(s). For the final financial report, the contractor will have an independent auditor examine and report on the accounts and records of the implementing agent(s) related to the project, and shall make such auditor's reports available to UNDP. The costs for hiring the services of the auditor will be borne by the IP(s).

All efforts must be made by the organization to ensure transparency and accountability in the use of programme resources provided by UNDP and to eliminate potential for misuse of funds. Organizations must define in their proposal their anti-corruption strategy to prevent misuse of funds.

All UNDP supported projects are subject to monitoring by the UNDP programme team. This includes, inter alia, monitoring of grant making processes and results, review of records and documentation related to the project, as well as field monitoring of activities supported by small grants through the programme.

ANNEX: IV
FURTHER INFORMATION ON SUDAN'S DISARMAMENT, DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP)

1. Background to Sudan DDR Programme

Disarmament, Demobilization and Reintegration (DDR) is an integral part of the Comprehensive Peace Agreement (CPA). The Sudan DDR Programme (2009-2012) will cater to ex-combatants (XCs) and Special Needs Groups (SNGs) that are either part of or associated with the SAF and SPLA. Other Armed Groups (OAGs) were obligated to align to SAF or SPLA by 9 June 2007 to be considered for eligibility. Overall, support will be provided to 180,000 participants, 90,000 in the North and 90,000 in the South.

The National DDR Coordination Council (NDDRCC) headed by a Minister of Presidential Affairs was established by presidential decree to oversee the DDR process at the highest policy level followed by the formation of the Northern and Southern Sudan DDR Commissions (NSDDRC and SSDDRC) to lead the design and implementation of DDR. UN Security Council resolution 1590 (24 March 2005) mandated the United Nations Mission in Sudan (UNMIS) to assist the national authorities in the establishment of the DDR programme and its implementation. In this context, the Integrated UN DDR Unit (UNMIS, UNDP, UNICEF, WFP and UNFPA) was established to assist the relevant national institutions in the DDR process. As a country with two statutory armies, the SAF and SPLA are responsible for disarming DDR candidates and UNMIS takes the lead to support the national authorities to demobilize using funds from the UN Peacekeeping Operations' Assessed Budget.

In accordance with the National DDR Strategic Plan signed on 13 August 2007, the National DDR Reintegration Policy signed on 19 March 2008 the Concept of Co-management Document signed on 18 February 2009 by the Inter-ministerial Appraisal Committee (IMAC) and the GoNU/GoSS/UNDP Project Document regarding the Reintegration Component of the Sudan Disarmament, Demobilization and Reintegration Programme (SDDRP) signed on 25 June 2008, UNDP has taken the lead, using voluntary funds from donors, in supporting the N/SSDDRC to design, implement, manage, monitor and evaluate reintegration of ex-combatants and SNG in North and Southern Sudan.

Rationale for Support

The signing of Sudan's Comprehensive Peace Agreement (CPA) on 9 January 2005 marked the end of Africa's longest civil war and opened the way for a transition to peace. A key requirement for this is restoring and strengthening security through disarmament, demobilization and, in particular, reintegration into civilian society, of ex-combatants and associates who might otherwise undermine public security and constrain progress towards development and sustainable peace. The post-conflict reintegration of ex-combatants has proven essential to effective demobilization of ex-combatants and sustainable restoration of peace and security in several poor and livelihood-deficit African countries.

In January 2009, the GoSS decided to begin phase I of DDR in Southern Sudan for a caseload of 34,000 persons. As recommended in the National DDR Strategic Plan, the first phase prioritizes the elderly, disabled and women associated with the armed forces (WAAF). This group is referred to as the Special Needs Group (SNG). DDR was officially launched in Southern Sudan on 10 June 2009.

Eligibility of Participants

As specified in the Sudan DDR National Reintegration Policy, eligible beneficiaries shall be identified by the SAF and/or SPLA. Adult candidates must be pre-registered on lists to be certified by SAF and SPLA before the launch of the programme. Beneficiaries excluded from the certified pre-registered list will not be eligible at later stages. Only certified adult beneficiaries, who are soldiers, combatants, WAAF, war disabled and/or elderly fighters who have not been redeployed or elsewhere employed will be eligible for enrollment into the DDR Programme. The adult target groups are personnel not selected for integration into the military, police, wildlife forces or other permanent employment, including the public sector. Specific criteria are provided in the National DDR Strategy.

Women Associated with the Armed Forces (WAAF)

Guided by commitments within the CPA, UN Security Council Resolutions 1325 and 1590 which “encourages all those involved in the planning for disarmament, demobilization and reintegration to consider the different needs of female and male ex-combatants and to take into account the needs of their dependants”, to pay, “particular attention to the special needs of women and child combatants”, agreement was reached to support the inclusion of AAF.

The Northern and Southern Sudan DDR Interim Authorities defined WAAF as follows: “Women Associated with Armed Forces and Groups (WAAF) who have played supporting roles informally within armed forces and groups – either voluntarily or through coercion. This association has resulted in a de-linking of women from their civilian social support networks, rendering them more reliant on the military for their support, livelihoods and/or security to the exclusion of all other forms of support.” Specific criteria for eligibility are provided for in the National DDR Strategy (section 18.1).

During the conflict, WAAF cooked, cleaned, acted as porters, nursed the wounded, acted as midwives for women associated with the military, carried ammunition and supplies, cared for orphans with the military, gathered firewood, collected food from communities for the military, and provided “moral support” to the troops. Despite controversy regarding their status within the military and in communities, they have clearly played a vital role in supporting the SPLA and were duly recognized in the speech on 10 June 2009 at the launch of demobilization in Southern Sudan.

The principal objective of the process is to assist former combatants to return to civilian life and provide them with an appropriate means of making a living. Hence, success of the SDDRP is largely based on the ability to identify and offer relevant reintegration support in terms of sustainable livelihood opportunities with commensurate social support especially to the elderly, disabled and WAAF.

Reintegration support (packages) are based on existing opportunities mapped using several methodologies (surveys, discussions with NGOs, UN agencies, site visits, etc.). The SDDRP will offer four basic packages to participants – agriculture/livestock, small business, vocational training and adult education.

The Flow from Demobilization to Reintegration Support

Reintegration is the process by which ex-combatants acquire civilian status and are supported to develop a sustainable livelihood. It is both a social and economic process. The process begins at the demobilization site. Participants receive the following during the one-day demobilization procedure:

- legal documentation that allows them to access benefits (demobilization ID card);
- a briefing on HIV/AIDS;
- individual interview by UNMIS personnel to input basic personal information into a database (DREAM) allowing the SSDDRC and UNDP to track and follow the progress of individuals. This also provides the first real data for planning purposes (state of reintegration, indicative choice for an economic package etc.);
- a medical screening to identify persons with special needs (such as mental health or substance abuse care) and determine classification level of disability (which might entail the use of proxy for reintegration support). This screening will also capture those persons in need of a prosthetic or orthotic;
- a general reintegration briefing (part of the Information, Counseling, Referral and Support (ICRS) under the SSDDRC/UNDP reintegration programme component) for groups of 15-20 persons informing them of their rights and obligations under the reintegration programme, describing the economic and social support available, answering questions that arise;
- provision of a referral slip for one to one counseling at the SSDDRC state office in the state they have chosen for reintegration; and
- a reinsertion grant worth 860SD, a package of non-food items and a voucher for 3 months worth of food for a family of five meant to support them while they await their reintegration packages.

Information, Counseling, Referral and Support (ICRS)

Ten weeks from their date of demobilization, individuals must come to the SSDDRC state office in the state where they have chosen to reintegrate. Here the ICRS process begins in force. They receive one to one counseling by trained SSDDRC state and UNDP staff.

The counselor's role is to provide information on potential livelihood options, elicit information to help the participant make an informed livelihood choice, identify special needs and support case management (i.e. follow-up with implementing agents and with individuals as needed). Counselors also provide information concerning social support such as trauma counseling or medical assistance either through SSDDRC/UNDP implementing agents or through other programmes and, to the greatest extent possible, on other issues of concern.

In order to support informed decision making by participants on economic packages, counselors will draw out information pertaining to assets that have potential to support a sustainable livelihood – such as skills learned during the participants time in the military or from before (human assets), physical assets such as tools, land, etc., social assets such as networks, etc. Counselors will also aim to increase participant's own awareness of their strengths and weaknesses, and provide information on the opportunities available in their desired place of reintegration.

At the end of the counseling session the participant will agree with the counselor on their preferred economic reintegration package, and also make a second choice (in case their preferred choice is not available). They will then be referred to an implementing partner (IP), who will also receive the information the counselor has elicited from the participant during counseling. The IP will be located in the state the participant is returning to, and as close to their area of residence as is possible.

ATTACHMENT I
RFP ACKNOWLEDGEMENT FORM FOR
AGENTS TO IMPLEMENT 'ECONOMIC REINTEGRATION PACKAGES IN AGRICULTURE, LIVESTOCK AND ANIMAL HUSBANDRY FOR DISARMAMENT, DEMOBILIZATION AND REINTEGRATION IN SOUTHERN SUDAN'

To:, Procurement Officer
UNDP-Southern Sudan
UNDP - Compound
Juba Southern Sudan

Having examined the Solicitation documents, the receipt of which is hereby duly acknowledged, we, the undersigned, offer to provide Professional Services for the sum as may be ascertained in accordance with the Price Schedule attached herewith and made part of this Proposal.

We undertake, if our Proposal is accepted, to commence and complete delivery of all services specified in the contract within the stipulated time frame.

We agree to abide by this Proposal for a period of 90 days from the date fixed for opening of Proposals in the Invitation for Proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period. We understand that you are not bound to accept any Proposal you may receive.

Duly authorized to sign the Offer for and on behalf of _____ (entity name)

Signature/Stamp of entity/Date

Name of representative: _____

Address: _____

Telephone/Fax: _____

ATTACHMENT II
TECHNICAL PROPOSAL FORMAT FOR
AGENTS TO IMPLEMENT ‘ECONOMIC REINTEGRATION PACKAGES FOR THE SUDAN DISARMAMENT,
DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP) IN SOUTHERN SUDAN’

Note: Technical Proposals must be submitted in this format. Your organisation may however put in additional sections, or sub-sections if it wishes, provided the same format is used. The whole Technical Proposal should be no more than 15 pages long (excluding CVs). Offerors bidding for more than one state should submit a separate proposal for each state, see template below. As set out in paragraph 21 of Annex 1, scoring of proposals is sub-divided into each sector Offerors are bidding for. The Price Schedule should be included in separate envelope.

Name of Proposing Organization / Firm:	
Country of Registration:	
Name of Contact Person for this Proposal:	
Address:	
Phone:	
Fax:	

Sector(s)/State(s) – in the table below please mark X in the sector(s) and state(s) your organization is proposing to deliver/operate in:

	Agriculture, Livestock and Animal Husbandry	Small Business	Vocational Training	Alternative Education
Northern Bahr El Ghazal				
Western Bahr El Ghazal				
Warrap				
Jonglei				

Please fill in the following template for each of the state(s) your organization is proposing to deliver in.

STATE:	SECTOR(S):
---------------	-------------------

Section 1.1: Proposed Approach

i. Methodology:

Please provide a description of the methodology for how your organization will achieve the Terms of Reference of the project for each sector(s) you are bidding in:

Training: process and methodology for delivering training, including – identifying proposed agent(s) for delivering training, and training approach/methodology; setting out an outline curricula(s) for the different components of the package, e.g. agriculture, livestock, apiary; and method and process for follow up and on-site technical advice

Materials: description of the material packages your organisation will deliver, including a breakdown of quantities. The costs of the package should be set out in the Price Schedule, not the technical proposal.

Follow-up services: process and approach to delivering regular follow-up services.

Your organization should also indicate the approximate length of time participants will be supported for (minimum 6 months, maximum 1 year), and the approximate split between each component, e.g. any induction, training and follow-up services.

Agriculture, livestock and animal husbandry

Small Business

Vocational Training

Alternative Education

ii. Monitoring, Evaluation, Reporting and Audit:

Please provide a brief description of the monitoring, reporting, evaluation and audit processes for the project for each of the sector(s) your organization is bidding for, noting:

Monitoring and Evaluation: Overview of proposed process/approach for monitoring activities and evaluating project results. To ensure a common standard of M&E across Southern Sudan SSDDRC and UNDP will provide further guidance and support on M&E to successful IP(s)

Reporting: Assurance that your organisation will comply with the reporting schedule as set out by SSDDRC and UNDP in the TOR, including assuring appropriate financial and narrative reporting by contracted partners

Audit: Note that UNDP reserves the right to review financial reports and supporting documentation as required. All activities shall be subjected to monitoring by UNDP and shall be subject to UNDP and independent auditing in line with UNDP procedures.

Internal control framework: Proof of standard procedures used to prevent misuse of funds..

Agriculture, livestock and animal husbandry

Small Business

Vocational Training

Alternative Education

ix. Risks / Mitigation Measures:

Please describe the potential risks for the implementation of this project that may impact achievement of expected results in each of the sector(s) your organization is bidding for. Describe measures to mitigate these risk.

Agriculture, livestock and animal husbandry

Small Business

Vocational Training

Alternative Education

x. Other:

Any other comments or information regarding the project approach, including how your organisation will meet the priority selection criteria – e.g. conflict sensitive, gender sensitive, promote joint ventures, support local markets etc – if not covered elsewhere in the technical proposal, for each of the sector(s) your organization is bidding for.

Agriculture, livestock and animal husbandry

Small Business

Vocational Training

Alternative Education

Section 1.2: Management Plan

i. Management Plan:

Describe how the project will be managed for each of the sector(s) your organization is bidding for, including details on: Personnel: Describe the project personnel to be deployed for the project, including number and job titles. This should link to the CVs in Section 3.

Partnerships with NGOs/CSOs/CBOs: Explain partnerships with local NGOs/CSOs/CBOs that are planned for the implementation of the project.

Partnerships with government: Describe how the project would work with relevant ministries, state and country government and other national organisations in the state(s) your organisation is bidding to work in

Other partnerships: Describe any other partnerships, e.g. other NGOs, UN Agencies, private sector, that are planned for the implementation of the project

Subcontracting: Explain whether any work would be subcontracted and the rationale for such.

Contributions of organization to the project: Describe any contributions the organization will make to the project including human and other resources.

Cost-sharing by other donors: Describe any contributions from other donors for similar activities being undertaken by the organization in Southern Sudan.

Internal Financial Controls: Describe internal controls to be put in place for the project.

Quality assurance/warranty procedures: Describe the quality assurance and/or warranty procedures that will be used in the project.

Agriculture, livestock and animal husbandry

Small Business

Vocational Training

Alternative Education

Section 1.3: Proposed Work Plan

i. Work Plan

Please prepare a simple bar chart listing all activities to be undertaken and their timing, for each of the sector(s) your organization is bidding for. It should show how your organisation proposes to schedule all the activities it will undertake to deliver the programme, showing the proposed sequence of activities, not specific dates, as these will depend on the demobilization process.

Agriculture, livestock and animal husbandry

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Please also identify any mitigating measure(s) your organisation will take to address the challenge of delivering economic reintegration packages to participants over a variable time period, and manage to both flexible and efficient

Small Business

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Vocational Training

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Alternative Education

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Section 2: Experience of Organization

2.1. Organizational Capability:

- **Brief Description of the Organization:** Describe briefly the Organization submitting the proposal, including the year and country of incorporation, approximate annual budget,
- **Regional Experience:** Describe the Organization's experience in Southern Sudan, including date registered, location(s) of head and sub-offices, and length of time in the state it is bidding for
- **Sector Experience:** Describe the Organization's experience in the sector(s) it is bidding for
 - Agriculture, Livestock and Animal Husbandry
 - Small Business
 - Vocational Training
 - Alternative Education
- **Delivery Capacity:** Indicate the volume of finance that has been delivered on previous projects by the organization on an annual basis.
- **Litigation and Arbitration History:** Include reference to any history of litigation and arbitration in which the Organization has been involved.

2.2. Experience of Organization:

Describe the experience of the organization, as relevant to implementation of this project, including specific reference to:

1. Experience in the sector(s) your organisation is bidding for;
 - Agriculture, Livestock and Animal Husbandry
 - Small Business
 - Vocational Training
 - Alternative Education
2. Experience in managing such projects
3. Experience in working on livelihoods, reintegration and income generating projects and methodologies
4. Experience in working with and providing capacity building support to local NGOs/CBOs/CSOs:
5. Experience in working with major multilateral or bilateral programmes:

Please list previous relevant projects as follows:

Name of project	Funding Source	Contract Value	Period of activity	Types of activities undertaken
Etc.				
Etc.				

2.3. Other experience

Please comment on any other experience of your organisation that is relevant to the programme, as described in the TOR

Section 3: Personnel

Please include CVs for key managerial & technical staff supporting the project. Use the format below, with each CV no more than one page in length.

Name:	
Nationality:	
Contact information:	
Language Skills:	
Educational and other Qualifications:	
<i>Summary of Experience: Highlight experience in the region and on similar projects.</i>	
Relevant Experience (From most recent):	
Period: From – To	Name of activity/funding organisation: Job Title & Activities undertaken:
Etc.	

Please fill in the following template for each of the state(s) your organization is proposing to deliver in.

STATE:	SECTOR(S):
---------------	-------------------

Section 1.1: Proposed Approach

i. Methodology:
Agriculture, livestock and animal husbandry
Small Business
Vocational Training
Alternative Education
ii. Monitoring, Evaluation, Reporting and Audit:
Agriculture, livestock and animal husbandry
Small Business
Vocational Training
Alternative Education
ix. Risks / Mitigation Measures:
Agriculture, livestock and animal husbandry
Small Business
Vocational Training
Alternative Education
x. Other:
Agriculture, livestock and animal husbandry
Small Business
Vocational Training

Alternative Education

Section 1.2: Management Plan

i. Management Plan:

Agriculture, livestock and animal husbandry

Small Business

Vocational Training

Alternative Education

Section 1.3: Proposed Work Plan

i. Work Plan

Agriculture, livestock and animal husbandry

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Small Business

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Vocational Training

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.
1. Activity 1										
2. Activity 2										
3. Activity 3										
Etc.										

Alternative Education

Activity	Month									
	1	2	3	4	5	6	7	8	9	Etc.

1. Activity 1																				
2. Activity 2																				
3. Activity 3																				
Etc.																				

Section 2: Experience of Organization

2.1. Organizational Capability:

2.2. Experience of Organization:

Name of project	Funding Source	Contract Value	Period of activity	Types of activities undertaken
Etc.				
Etc.				

2.3. Other experience

Please comment on any other experience of your organisation that is relevant to the programme, as described in the TOR

Section 3: Personnel

Name:	
Nationality:	
Contact information:	
Language Skills:	
Educational and other Qualifications:	
<i>Summary of Experience: Highlight experience in the region and on similar projects.</i>	
Relevant Experience (From most recent):	
Period: From – To	Name of activity/funding organisation: Job Title & Activities undertaken:
<i>Etc.</i>	

ATTACHMENT III
PRICE SCHEDULE/BUDGET FORMAT FOR AGENTS TO IMPLEMENT
'ECONOMIC REINTEGRATION PACKAGES FOR THE SUDAN DISARMAMENT, DEMOBILIZATION AND
REINTEGRATION PROGRAMME (SDDRP) IN SOUTHERN SUDAN'

Note: as the total allocation per sector/state is based on a total allocation of US\$1,500 per participant (as per the indicative number of participants indicated in the table in Section 1 of Annex III),, the price schedule should be based on this figure for the indicative number of persons in the sector/state for which the organization is proposing, The price proposal should clearly show the portion of the US\$1,500 per capita that the Offeror proposes to spend directly on reintegrating the individuals (Project Costs – i.e. trainings, material packages, and follow up services), and the amount proposed for Project Support Costs (Direct costs plus overheads).

1. The Price Schedule must provide detailed cost breakdown for each item & submit it along with the project budget sheet.
2. Offerors should submit a separate price schedule/project budget sheet per each sector, and per each state for which they are proposing, e.g. an organization bidding to deliver small business and vocational training in Northern and Western Bahr El Ghazal should submit 4 price schedules – small business in Northern Bahr El Ghazal, small business in Western Bahr El Ghazal, vocational training in Northern Bahr El Ghazal, vocational training in Western Bahr El Ghazal. Offerors should place all price schedules they submit in the second inner envelope.
3. The components comprising the total price must provide sufficient detail to allow UNDP to determine compliance of Offer with requirements as per Terms of Reference of this RFP.
4. All prices/rates quoted must be exclusive of all taxes, since the United Nations, including its subsidiary organs, is exempt from taxes as detailed in Clause 18 of the UNDP General Conditions for Contract.
5. In case of discrepancy between unit price and total price, the lower price shall prevail and the higher price shall be corrected. If the Offeror does not accept the correction of errors, its Proposal will be rejected.
6. Price Schedules not submitted in this format may be rejected.
7. The format provided below is an example of what the Price Schedule might look like. The table includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples. Offerors are free to use their own approach, provided it is aligned with the conditions set out in bullets 1 to 4 of this attachment.

STATE: (e.g. Warrap)	SECTOR: (e.g. Agriculture)					
	Unit Cost	Unit Quantity	Unit Type	Unit Quantity	Unit Type	Total
Project Costs						
Assets 1: Input Costs						
Trainings (please detail types of training in sub-lines)						
Material packages (please detail quantities and costs of components in package in sub-lines)						
Follow-up services (please detail types of follow-up services in sub-lines)						
[Others]						
Subtotal						
Project Support Costs						
Project Staff						
Coordinator/Programme Manager						
Project Officers						
Finance/Admin Officer						
Logistics Officer						
Subtotal						
Transportation						
Local flights						
Local travel						
DSA/Per Diems						
Shipment of Goods						
Subtotal						
Vehicle Rentals and Running Costs						
Vehicle						
Motorcycles						
Vehicle running costs & fuel						

STATE: (e.g. Warrap)		SECTOR: (e.g. Agriculture)				
	Unit Cost	Unit Quantity	Unit Type	Unit Quantity	Unit Type	Total
Subtotal						
Office Costs						
Office Rental						
Utilities (water and electricity)						
Telephone/fax						
Postage/Courier						
Photocopy						
Stationary/Supplies						
Maintenance						
Advertising/Visibility						
Subtotal						
Monitoring, Reporting and Audit Costs						
Documentation/Reporting						
Independent annual audit						
Subtotal						
SUBTOTAL						
OVERHEAD (Specify percentage to Maximum 10%)		Percent:				
TOTAL						

Signature of the Proposal

Duly authorized to sign the Proposal for and on behalf of

(Name of Organization)

Signature/Stamp of Entity/Date

Name of representative:

Address:

Telephone/Fax:

ATTACHMENT IV
PERFORMANCE SECURITY FORM FOR
AGENTS TO IMPLEMENT 'ECONOMIC REINTEGRATION PACKAGES FOR THE DISARMAMENT,
DEMOBILIZATION AND REINTEGRATION PROGRAMME (SDDRP) IN SOUTHERN SUDAN'

To: UNDP

WHEREAS [*name and address of Contractor*] (hereinafter called “the Contractor”) has undertaken, in pursuance of Contract No. dated, to execute Services
(hereinafter called “the Contract”):

AND WHEREAS it has been stipulated by you in the said Contract that the Contractor shall furnish you with a Bank Guarantee by a recognized bank for the sum of specified therein as security for compliance with his obligations in accordance with the Contract:

AND WHEREAS we have agreed to give the Contractor such a Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Contractor, up to a total of, such sum being payable in the types and proportions of currencies in which the Contract Price is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

The guarantee shall be valid throughout the duration of the contract in addition to another 30 days after the expiration of the said contract.

SIGNATURE AND SEAL OF THE GUARANTOR

Date

Name of Bank

Address

NOTE: Performance Security is 10% of the total contract amount to be provided in the form of Bank Guarantee.