



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 26/05/2022

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| <b>Country:</b>                       | Tajikistan   |
| <b>Description of Assignment:</b>     | Evaluation Expert (National) for Final Project Evaluation  |
| <b>Project name:</b>                  | Promoting Cross-border Cooperation through effective management of Tajikistan's border with Afghanistan (JICA-Border Management Project) |
| <b>Period of assignment/services:</b> | Up to 30 working days during July-September 2022   |
| <b>Type of Contract:</b>              | IC (Individual Consultant)   |
| <b>Deadline for application:</b>      | 09 June 2022   |
| <b>Duty station:</b>                  | Dushanbe, Tajikistan, with up to 6 days travel to the Tajik-Afghan border  |

### Application procedures:

Interested candidates are strongly encouraged to apply online via website [www.jobs.undp.org](http://www.jobs.undp.org):

- In order to be considered in the long list of applicants please go to the Registration link, register your account and upload Personal CV or Resume (**Please do not upload your Financial Proposal on the web**). (If you already have a registered account, please use your login and password for further applying).
- Further, in the list of announced vacancies click on apply link beside the Vacancy post. You will be receiving a confirmation e-mail in short period to the address indicated in your account.
- Important! Additional documents including Financial Proposal should be sent to e-mail address [ic.tj@undp.org](mailto:ic.tj@undp.org), prior to the deadline:
- Offeror's letter to UNDP confirming interest and availability (Annex 1)
- Breakdown of costs supporting the all-inclusive financial proposal (Annex 2)
- Signed CV, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references

Please note that incomplete applications will not be further considered. Please make sure you have provided all requested materials

Candidates should submit the above-mentioned documents by 09 June 2022 via e-mail to [ic.tj@undp.org](mailto:ic.tj@undp.org), Title of assignment should be written in the subject line of the email.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or email indicated above. UNDP Tajikistan will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

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## **I. PROJECT CONTEXT**

UNDP Tajikistan is implementing border management projects with a particular focus on the Tajik-Afghan border since early 2000 and cooperated mainly with the EU and JICA to implement projects on both sides of the Tajik-Afghan border.

For a long time, security and stability of the region has been among the top priorities for the Government of Tajikistan and emphasis is therefore paid to sustain effective management at international borders. Special attention and importance is paid to the border with Afghanistan, due to the unstable situation in that country. Violent extremism, emerging as a trend in Central Asia, and studies pointing to an increasing concentration of Foreign Terrorist Fighters close to the Tajik-Afghan border also calls for more effective border management. Across the region, physical geographical obstacles, such as rivers and the accompanying lack of transportation infrastructure, including roads and bridges across the frontier make cross-border movement and trade logistically difficult. However, the realization of greater regional trade cooperation and the host of initiatives currently presented, including China's Silk Road Economic Belt policy, ADB's Central Asia Regional Economic Cooperation (CAREC) programme and Central Asia Border Security Initiative (CABSI), means that there are opportunities to promote greater transport and energy infrastructure connectivity if the governments of Tajikistan and its neighbours genuinely have the political will to implement them.

In close collaboration with the Governments of Tajikistan and Afghanistan, JICA and EU, UNDP has supported implementation of Integrated Border Management on both sides of the Tajik-Afghan border by providing infrastructure, such as construction and upgrading Border Crossing Points, Cross-Border Markets, specialised border management equipment and training for the officers stationed at these frontiers. On a policy level, UNDP cooperated with the OSCE and IOM to review the National Border Management Strategy of Tajikistan in 2016-2017.

The currently ongoing JICA funded 'Promoting Cross-border Cooperation through effective management of Tajikistan's border with Afghanistan', Phase II (BMP II) project aims to enhance security in the border areas of Tajikistan and Afghanistan, which in turn will strengthen resilience and stability and reduce the threat of terrorism and extremism, illicit narcotics trade and cross-border crimes, including human trafficking. Equal efforts are also made to enhance cross-border trade and exchange through improvement of the Cross-border Markets (CBMs) and Free Economic Zones (FEZ) on the Tajik-Afghan border to provide trade and economic opportunities to the borderland communities, especially women. The project is expected to achieve two interlinked outputs mentioned below:

1. Improved border Management, including Infrastructure, Communications & Capacity building, in target areas.
2. Cross-border trade through CBM between Tajikistan and Afghanistan is supported and facilitated.

The project's Theory of Change builds on Outcome 1 of UNDP Country Programme Document (2016-2020): People have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender responsive legislative, executive and judicial institutions at all levels. The theory of change is based on the experience, lessons learned and recommendations of the BMP Phase I and comprises of the following:

"IF border and customs officials are equipped with facilities, information, skills and equipment to coordinate and effectively deliver their services at the local level THEN the livelihoods of borderland communities, including women will be enhanced and they will be less likely to engage in illegal activities and cross-border movement. BECAUSE possibilities for [legal] productive employment/ income generation initiatives and trade facilitation will be enhanced through more effectively operating cross-border markets."

This is achieved through capacity building efforts to promote integrated border management (IBM), provision and improvement of infrastructure and equipment to the project beneficiaries, the Tajik Border Force (TBF), Tajik Customs Service (TCS) and Drug Control Agency (DCA). The infrastructure component of the Project includes construction of the new bridge at Langar in Ishkashim District and a new Border Crossing Point (BCP) with a Cross-Border Market (CBM) in Kokul, Farkhor District.

## **II. GOALS AND OBJECTIVES**

The overall purpose of the evaluation is to assess the result and approaches of the BMP II project intervention and its impact on border agencies to serve the people, including relevance of the overall project goal, and outputs with national and international strategies on human security and development, assessment of achievements, quality, and effectiveness of inputs provided. Important consideration should be given to what issues the project intervention helped to resolve within its frames, sustainability of the inputs and room for improvement.

While the evaluation is specific to the 2<sup>nd</sup> phase of the BMP project, it should also touch upon overall contribution of UNDP Border Management projects in ensuring security and stability and improvement of cross-border cooperation and trade between Tajikistan and Afghanistan, as well as providing expert view and practical recommendations on ways to enhance efficiency and effectiveness of support to improving border management and sustainable economic development in cross-border regions of Tajikistan with Afghanistan in light of the current geopolitical and security situation, and the COVID-19 pandemics in the region. This shall review the logic and relevance of the 2<sup>nd</sup> phase of BMP II in light of broader involvement

of UNDP in the field of border management and cross-border cooperation and make recommendations on further enhancement of effective and efficient management of the borders.

Specific objectives of the Evaluation are:

- To assess the achievements of the project and its relevance with UNDP mandate, SDGs, national priorities, synergies with other UNDP efforts in the related field, such as the Livelihoods Improvement in Tajik-Afghan Cross-Border Areas (LITACA) programme, and the support of other international players in the field of Border Management on the Tajik-Afghan context. (coherence).
- To what extent has progress been made towards the achievement of set outputs? What have been the key results and changes attained for men and women and vulnerable borderland community groups?
- To what extent have the project outputs resulted from economic use of resources? Assess the current office arrangement and collaboration with the Local Innovations and Implementation Centres (LIICs).
- Assess sustainability of outputs and to what extent are regulatory frameworks, infrastructure and capacities in place that will support the continuation of benefits for borderland communities, men and women engaged in cross-border trade and legitimate cross-border cooperation in the future?

### **III. THE SCOPE OF WORK**

In close coordination with the UNDP Team Leader Governance and Rule of Law, and under the direct supervision of the BMP Project Manager, the National Project Evaluation Expert will support the International Project Evaluation Expert in conducting evaluation of UNDP Border Management initiatives with the focus on the Tajik-Afghan border, and in particular the current BMP II project. S/he will work closely with the BMP project staff, UNDP Country Office team, project stakeholders and partners to implement deliverables as described in the Terms of References and will report to the BMP Project Manager and Team Leader in Dushanbe.

S/he will contribute to the development of an Evaluation report reflecting the impact of the BMP II support to border agencies in implementing their mandate to serve people in the field of effective and efficient cross-border cooperation and collaboration, prevention of crime and smuggling, etc in accordance with Integrated Border Management (IBM) principles on the Tajik-Afghan borders. The report must include, but not limited to, qualitative and quantitative data on findings, and clearly set recommendations, to indicate further enhancement of border management sector to serve people, in accordance with IBM principles and supporting sustainable development in the project target area, and the wider region.

#### **Main duties of the National Project Evaluation Expert will include:**

- Support the International Project Evaluation Expert in accessing and analysing border management related documents (i.e. relevant national strategies, project documents, progress reports, evaluation reports, etc.) to evaluate the UNDP added value in promoting IBM in Tajikistan, and the coherence of the interventions with relevant national strategies and policies, as well as needs on the ground.
- Organise interviews, meetings, workshops, etc with national counterpart, project team, and international organisations dealing with border management, cross-border trade and cooperation and assist the International Project Evaluation Expert in collecting, translating and analysing data to evaluate the extent of BMP II and overall UNDP contribution in improving cross-border cooperation, implementation of IBM principles, as well as needs, gaps and opportunities for further enhancement of border management and linkages with sustainable economic development of regions along the Tajik-Afghan border;
- Collect and provide information for mapping of bi-literal and multilateral cooperation and support provided by international organisations to improve border management and cross-border cooperation on the Tajik Afghan frontiers.
- Organize and take part in field visits to the Tajik-Afghan border to observe border infrastructure provided under BMP II and other UNDP projects and evaluate the quality of provided facilities, equipment and training capacity of border and customs officers, as well as communicate with borderland communities to evaluate how border management is affecting their lives.
- Prepare evaluation questionnaire and support International Evaluation Expert conduct feasibility study along the Tajik-Afghan border to identify Border Agency, as well as border community' needs, and cross-border trade and cooperation challenges and opportunities and provide recommendations for further Capacity Building and Cross-border cooperation improvement.
- Organise focus groups with participation stakeholders, border authorities, NGO, research experts for further discussing and analysing.

- Provide input for the development of evaluation report covering overall impact of UNDP engagement in border management in Tajikistan with a specific focus on the most recent project (BMP phase II), including project achievements against set targets and objectives, key lessons learned, sustainability of provided inputs, conclusions and related recommendations to improve future activities.
- Liaise with BMP and LITCA staff to identify the linkages between the two projects and recommend joint areas of intervention and synergies for enhanced impact
- Perform any other research tasks as requested by the Project Manager.

**For detailed information, please refer to Annex 1- Terms of Reference.**

#### **IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

##### **Education:**

- Bachelor's Degree in management, International Development, Public Administration, Security sector reform or other related fields. **(Criteria A)**

##### **Qualification:**

- Excellent understanding of the security context and cross-border cooperation between Tajikistan and Afghanistan. **(Criteria B)**
- Sound knowledge of Tajikistan's policies and Governmental structures related to Border Management and cross-border trade. **(Criteria C)**

##### **Experience:**

- At least 3 years of experience in project evaluation, management, administration and implementation with national and/or international partners in the field of governance, security, cross border cooperation and economic development. **(Criteria D)**
- Proven experience in collaborative relationship management across donor agencies, government, project implementing partners and civil society in Tajikistan. **(Criteria E)**

##### **Language:**

- Fluency in Tajik, Russian and English, with excellent writing and speaking skills is a must. Knowledge of Dari language is an asset. **(Criteria F)**

#### **KEY COMPETENCIES**

##### *Functional Competencies:*

- Professionalism.
- Communication.
- Teamwork.
- Accountability.

##### *Corporate Competencies:*

- Demonstrates integrity by modelling the UN's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

#### **V. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.**

Interested individual consultants must submit the following documents/information to demonstrate their Qualifications:

- **Proposal:**
  - **Explaining why they are the most suitable for the work**
  - **Provide a brief methodology on how they will approach and conduct the work**
- **Financial proposal**
- **P11 form/Personal CV including past experience in similar projects and at least 3 references**

## **VI. FINANCIAL PROPOSAL**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. The Financial proposal must indicate the Professional fee only, which is required for execution of tasks.

*Regardless of purpose of travel, the prevailing price for an economy class tickets serving the most direct routes to be travelled shall apply for all ICs. In general, UNDP should not accept travel costs exceeding those of a full-fare economy class ticket. Individual Contractors wishing to upgrade their travel to business, or first class shall do so at their own expense.*

*ICs may allocate living allowances for them when an assignment requires travel and include such allowances in their financial proposals. Such living allowances may be lower or equal to UN DSA rates, but under no circumstance should they be higher than UN DSA rates. (UN DSA rate for Dushanbe - 164 USD, for Regional Centres – 65 USD and elsewhere - 45 USD, Khorog – 98, Darvaz (Karon Palace) – 111 USD)*

*At any time upon the submission of the proposal, no price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the proposal*

## **VII. TRAVEL**

The Expert will work both remotely from home and in the field for twelve days, including six days for interviews/meetings in Dushanbe, Tajikistan and six days travel to the Tajik-Afghan Border Crossing Points: Kokul, Nijniy Pyanj, Shohon, Ruzvai, Khumroghi, Tem, Ishkashim and Langar.

## **VIII. EVALUATION**

Individual consultants will be evaluated based on a cumulative analysis methodology. The award of the Contract shall be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a weighted set of technical and financial criteria.

\* Technical Criteria weight – 70%;

\* Financial Criteria weight – 30%;

| <i>Criteria</i>     | <i>Weight</i> | <i>Max. Point</i> |
|---------------------|---------------|-------------------|
| <i>Technical</i>    | <i>70%</i>    | <i>70</i>         |
| • <i>Criteria A</i> |               | <i>10</i>         |
| • <i>Criteria B</i> |               | <i>15</i>         |
| • <i>Criteria C</i> |               | <i>10</i>         |
| • <i>Criteria D</i> |               | <i>15</i>         |
| • <i>Criteria E</i> |               | <i>10</i>         |
| • <i>Criteria F</i> |               | <i>10</i>         |
| <i>Financial</i>    | <i>30%</i>    | <i>30</i>         |

**Only candidates obtaining a minimum of 49 points in Technical Criteria evaluation will be considered for the Financial Evaluation.**

### **ANNEXES**

**ANNEX 1 – TERMS OF REFERENCES (TOR)**

**ANNEX 2 – OFFEROR’S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY**

**ANNEX 3 – BREAKDOWN OF COSTS - SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

**ANNEX 4 – INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS**

**ANNEX 5 – SAMPLE INDIVIDUAL CONTRACT**

**Since UNDP Tajikistan currently has a majority of male employees, we strongly encourage qualified female applicants for this position. UNDP seeks to ensure that male and female employees are given equal career opportunities and that staff members are able to keep an appropriate balance between work and private life.**

## TERMS OF REFERENCE

|                                       |  |
|---------------------------------------|--|
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### **I. PROJECT CONTEXT**

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This is achieved through capacity building efforts to promote integrated border management (IBM), provision and improvement of infrastructure and equipment to the project beneficiaries, the Tajik Border Force (TBF), Tajik Customs

Service (TCS) and Drug Control Agency (DCA). The infrastructure component of the Project include construction of the new bridge at Langar in Ishkashim District and a new Border Crossing Point (BCP) with a Cross-Border Market (CBM) in Kokul, Farkhor District.

Recent deterioration of security situation in Afghanistan and related geopolitical uncertainties in the region notably impedes implementation of time-bound cross-border activities requiring re-tailor of the current future initiatives to best serve the purpose of ensuring human security and development of cross-border regions.

The project information is summarized in the table below:

|                              |   |             |                              |
|------------------------------|---|-------------|------------------------------|
| Project title                | Promoting Cross-Border Cooperation through Effective Management of Tajikistan’s Border with Afghanistan, PHASE II   |             |                              |
| Atlas ID                     | 00107574  |             |                              |
| Corporate outcome and output | <p>UNDAF/CPD (2016-2020), Outcome 1: People have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender responsive legislative, executive and judicial institutions at all levels.</p> <p>Expected CPAP Output(s): State security enhanced through integrated border management along the Tajik-Afghan, and neighbouring states borders; Cross-border and regional issues are better managed through improved cooperation among local, national and international partners</p> |             |                              |
| Country                      | Tajikistan  |             |                              |
| Project dates                | Start   | Planned end | Date project document signed |
|                              | 01 Jan 2019   | 31 Dec 2022 | 15 Oct 2019                  |
| Project budget               | USD \$4,465,625.23  |             |                              |
| Funding Source               | Japan International Cooperation Agency (JICA)   |             |                              |
| Implementing Agency          | United Nations Development Programme (UNDP)   |             |                              |
| Project Beneficiaries        | Tajik Border Forces, Customs Services and Drug Control Agency, Ministry of Economic Development and Trade. Local (Regional, District) governments and borderland communities. Overall coordination within the Government remains with the Ministry of Foreign Affairs.  |             |                              |
| Project locations            | Farkhor, Panj and Shamsiddin Shohin districts of Khatlon oblast. Darvoz, Vanj, Ishkashim districts and Khorog town of GBAO.   |             |                              |

## **II. GOALS AND OBJECTIVES**

The overall purpose of the evaluation is to assess the result and approaches of the BMP II project intervention and its impact on border agencies to serve the people, including relevance of the overall project goal, and outputs with national and international strategies on human security and development, assessment of achievements, quality, and effectiveness of inputs provided. Important consideration should be given to what issues the project intervention helped to resolve within its frames, sustainability of the inputs and room for improvement.

While the evaluation is specific to the 2<sup>nd</sup> phase of the BMP project, it should also touch upon overall contribution of UNDP Border Management projects in ensuring security and stability and improvement of cross-border cooperation and trade between Tajikistan and Afghanistan, as well as providing expert view and practical recommendations on ways to enhance efficiency and effectiveness of support to improving border management and sustainable economic development in cross-border regions of Tajikistan with Afghanistan in light of the current geopolitical and security situation, and the COVID-19 pandemics in the region. This shell review the logic and relevance of the 2<sup>nd</sup> phase of BMP II in light of broader involvement of UNDP in the field of border management and cross-border cooperation, and make recommendations on further enhancement of effective and efficient management of the borders.

Specific objectives of the Evaluation are:

- To assess the achievements of the project and its relevance with UNDP mandate, SDGs, national priorities, synergies with other UNDP efforts in the related field, such as the Livelihoods Improvement in Tajik-Afghan Cross-Border

Areas (LITACA) programme, and the support of other international players in the field of Border Management on the Tajik-Afghan context. (coherence).

- To what extent has progress been made towards the achievement of set outputs? What have been the key results and changes attained for men and women and vulnerable borderland community groups?
- To what extent have the project outputs resulted from economic use of resources? Assess the current office arrangement and collaboration with the Local Innovations and Implementation Centres (LIICs).
- Assess sustainability of outputs and to what extent are regulatory frameworks, infrastructure and capacities in place that will support the continuation of benefits for borderland communities, men and women engaged in cross-border trade and legitimate cross-border cooperation in the future?

### **III. THE SCOPE OF WORK**

In close coordination with the UNDP Team Leader Governance and Rule of Law, and under the direct supervision of the BMP Project Manager, National Project Evaluation Expert will assist the International Expert to conduct evaluation of UNDP Border Management initiatives with the focus on the Tajik-Afghan border, and in particular the current BMP II project. S/he will work closely with the BMP project staff, UNDP Country Office team, project stakeholders and partners to support International Expert on implementation deliverables as described in the Terms of References, and will report to the BMP Project Manager and Team Leader in Dushanbe.

S/he will work with the international expert to produce an Evaluation report reflecting the impact of the BMP II contribution and support to border agencies in implementing their mandate to serve people in the field of effective and efficient cross-border cooperation and collaboration, prevention of crime and smuggling, etc in accordance with Integrated Border Management (IBM) principles on the Tajik-Afghan borders. The report must include, but not limited to, qualitative and quantitative data on findings, and clearly set recommendations, to indicate further enhancement of border management sector to serve people, in accordance with IBM principles and supporting sustainable development in the project target area, and the wider region.

#### **Main duties of the National Project Evaluation Expert will include:**

- Review and prepare a collection of Tajikistan's border management and cross-border cooperation related strategies, documents, and reports for the past 10 years from relevant national and international partners, including those from UNDP, and provide for further analysis of the International Expert.
- Provide translation/interpretation support to the international expert in reviewing relevant documentation/reports, during interviews, meetings, workshops, etc. and transition of developed reports from English into Russian language.
- In collaboration with the International Expert and BMP project team prepare interview and meeting schedule with related national and international partners and facilitate organising interviews, meetings, workshops, etc with the counterparts.
- Interact with the organizers and members of the Border Implementation Group (BIG) workgroup to collect and provide information for mapping of bi-literal and multilateral cooperation and support provided by international organisations to improve border management and cross-border cooperation on the Tajik Afghan frontiers.
- Work with the International Expert and BMP project team to prepare a mission plan to the Tajik-Afghan border, obtain necessary permissions from national partners and take part in field visits to the Tajik-Afghan border to observe border infrastructure provided under BMP II and other UNDP projects, organise and facilitate interviews/ workshops with the field border management staff and local government to evaluate the quality of provided facilities, equipment and training capacity of border and customs officers, as well as communicate with borderland communities to evaluate how border management is effecting their lives.
- Under the supervision of the International Expert prepare evaluation questionnaire and support International Evaluation Expert conduct feasibility study along the Tajik-Afghan border to identify Border Agency, as well as border community' needs, and cross-border trade and cooperation challenges and opportunities and provide recommendations for further Capacity Building and Cross-border cooperation improvement.
- In collaboration with the International Expert organise focus groups with participation stakeholders, border authorities, NGO, research experts for further discussing and analysing.
- Provide input for the development of evaluation report covering overall impact of UNDP engagement in border management in Tajikistan with a specific focus on the most recent project (BMP phase II), including project achievements against set targets and objectives, key lessons learned, sustainability of provided inputs, conclusions and related recommendations to improve future activities, and translate the final report from English into Russian language.



- Liaise with BMP and LITCA staff to identify the linkages between the two projects and recommend joint areas of intervention and synergies for enhanced impact
- Perform any other research tasks as requested by the Project Manager.

### **Evaluation criteria and key questions.**

The evaluation will follow the evaluation criteria of Organization for Economic Cooperation and Development (OECD)/ Development Assistance Committee (DAC) - Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. Partnership and Human Rights will be added as cross-cutting criteria. The guiding questions outlined below should be further refined by the consultant and agreed with UNDP before commencement of the evaluation.

### **Key Questions**

#### *i. Relevance.*

- To what extent the project was able to address the needs and priorities of the beneficiary agencies and borderland communities, including vulnerable groups in the context of changing conditions (COVID-19 and Security situation in Afghanistan)
- To what extent were the output level results achieved and how did the project contribute to project outcomes? Were there any unintended positive or negative results?
- To what extent was the project in line with national development priorities and strategies, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent were lessons learned from other relevant projects considered in the design and implementation?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- To what extent have different stakeholders been involved in project implementation?

#### *ii. Effectiveness*

- To what extent the project activities were delivered effectively in terms of quality, quantity and timing?
- To what extent have monitoring arrangements been effective and supported adaptive management? What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?
- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- How effective has the project been in enhancing the capacity of the beneficiary agencies to create enabling environment for legitimate cross-border cooperation, trade and exchange?
- What factors have contributed to achieving, or not, intended project outputs?

#### *iii. Efficiency*

- How efficiently were the resources including human, material and financial resources used to achieve the results in a timely manner?
- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent collaboration with the Local Innovation and Implementation Centre (s) have been efficient in implementing field activities?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?

#### *iv. Coherence*

- How well the BMP project fits in changed context?
- To what extent the project addressed the synergies and interlinkages with other interventions carried out by UNDP such as the LITACA programme? (internal coherence)
- To what extent the project was consistent with the interventions of other actors, i.e members of the Border Implementation Group and other players in the field of Border Management in Tajikistan, or adding value to avoid duplication of the efforts?

#### *v. Sustainability*

- To what extent will project beneficiaries and borderland community members - men, women and vulnerable people benefit from the project interventions in the long-term?
- To what extent are the outputs of the projects likely to be sustained after the completion of this project?

- What could be done to strengthen exit strategies and sustainability in order to support project beneficiaries as well as vulnerable borderland community members?
- How were capacities strengthened at the individual and organizational level.

*vi. Impact*

- To what extent the project outputs were achieved and contribution to outcome level results?
- To what extent the project contributed to overall enhancement of cross-border cooperation between Tajikistan and Afghanistan in the field of border security and cross-border trade facilitation through provision of border infrastructures, equipment and training

**Questions on cross-cutting issues:**

*i. Human rights*

- To what extent have borderland community members, including vulnerable women, men and other disadvantaged and marginalized groups benefited from the project’s intervention?
- To what extent have Human right and related issues are addressed in the training and capacity building programme for the staff of border agencies?

*ii. Gender equality*

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?

**Methodology**

The consultant should propose brief methodology together with his/her application, which can further be developed in the inception report. The study should undertake a quantitative and qualitative assessment. The consultant will be responsible for designing and conducting the evaluation including proposing appropriate methodology, designing tools, developing questionnaire and other instruments for data collection and analysis. The consultant is responsible (but not limited) to:

- Desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, annual project reports, donor report, minutes of the project board (PEB), project data.
- Interactions/interviews (structured, semi-structured) and consultations with the beneficiaries’ agencies (Tajik Border Force, Customs Service, Drug Control Agency, Ministry of Economic Development and Trade), and partners. Some of the interviews might be virtual based on the situation.
- Briefing and debriefing sessions with UNDP and Project team as well as with other partners will be organised.
- Field visits to observe border infrastructure supported by the project and interviews/ focus group discussions with local users and borderland community members
- The evaluator should ensure triangulation of the various data sources to maximize the validity and reliability of data. Analysis leading to evaluative judgements should always be clearly spelled out. The limitations of the methodological framework should also be spelled out in the review reports.

**IV. DELIVERABLES AND TIMELINES**

| # | Deliverables:  | Approximate Timeline                    |
|---|--|---|
| 1 | <ul style="list-style-type: none"> <li>• A collection of border management related strategies, documents and reports in Tajikistan for the past 10 years (i.e National Border Management Strategy of Tajikistan, project documentation and reports related to UNDP border management projects such as Border Management in Northern Afghanistan (BOMNAF) and Border Management Project (BMP), previous evaluation reports, news reports, etc.) prepared and provided for the review of the International Expert’s review</li> <li>• English translation of the provided documents provided.</li> </ul> | <p>July 2022<br/>App 8 working days</p> |

|   |   |   |
|---|---|---|
|   | <ul style="list-style-type: none"> <li>Questioners for undertaking the Evaluation process are developed in collaboration with the International Expert.</li> </ul>  |   |
| 2 | <ul style="list-style-type: none"> <li>Interviews, meetings, workshops etc with Government counterparts (i.e. Border Force, Customs, Drug Control Agency, Ministry of Economic Development and Trade, Ministry of Foreign Affairs, etc), donors and international agencies dealing with border management and cross-border cooperation and trade including the LITACA project are organised, interpretation service from Tajik/Russian into English provided.</li> <li>Permission is obtained from national partners for accessing seven Border Crossing Points on the Tajik-Afghan border. Meetings with local border agencies, local government, borderland communities, and civil society organisations organised and facilitated.</li> <li>Filled surveys, meeting minutes and observation reports developed, translated and provided for the review of the International Expert to feed in the draft Evaluation report.</li> </ul> | <p>Aug 2022</p> <p>App 12 working days</p>  |
| 3 | <ul style="list-style-type: none"> <li>The final Evaluation report on the impact of the BMP project and overall UNDP engagement in the field of border management and cross-border cooperation between Tajikistan and Afghanistan translated from English into Russian language;</li> </ul>   | <p>Sept 2022</p> <p>App 10 working days</p> |

## **VI. PROFESSIONAL SKILLS AND EXPERTISE**

### **Education:**

- Bachelor's Degree in management, International Development, Public Administration, Security sector reform or other related fields. **(Criteria A)**

### **Qualification:**

- Excellent understanding of the security context and cross-border cooperation between Tajikistan and Afghanistan. **(Criteria B)**
- Sound knowledge of Tajikistan's policies and Governmental structures related to Border Management and cross-border trade. **(Criteria C)**

### **Experience:**

- At least 3 years of experience in project evaluation, management, administration and implementation with national and/or international partners in the field of governance, security, cross border cooperation and economic development. **(Criteria D)**
- Proven experience in collaborative relationship management across donor agencies, government, project implementing partners and civil society in Tajikistan. **(Criteria E)**

### **Language:**

- Fluency in Tajik, Russian and English, with excellent writing and speaking skills is a must. Knowledge of Dari language is an asset. **(Criteria F)**

### **Key Competencies**

#### *Functional Competencies:*

- Professionalism;
- Communication;
- Teamwork;
- Accountability.

#### *Corporate Competencies:*

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

**OFFEROR'S LETTER TO UNDP  
CONFIRMING INTEREST AND AVAILABILITY  
FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**

Date \_\_\_\_\_

*(Name of Resident Representative/Bureau Director)*

United Nations Development Programme

*(Specify complete office address)*

Dear Sir/Madam :

I hereby declare that :

- a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [ *indicate title of assignment* ] under the [ *state project title* ];
- b) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- c) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my Resume or CV which I have duly signed and attached hereto as Annex 1;
- d) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 *[delete this item if the TOR does not require submission of this document]*;
- e) I hereby propose to complete the services based on the following payment rate : *[pls. check the box corresponding to the preferred option]*:

- An all-inclusive daily fee of *[state amount in words and in numbers indicating currency]*
- A total lump sum of *[state amount in words and in numbers, indicating exact currency]*, payable in the manner described in the Terms of Reference.

- f) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- g) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- h) This offer shall remain valid for a total period of \_\_\_\_\_ days *[minimum of 90 days]* after the submission deadline;
- i) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office *[disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists]*;
- j) If I am selected for this assignment, I shall *[pls. check the appropriate box]*:

- Sign an Individual Contract with UNDP;
- Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

- k) I hereby confirm that *[check all that applies]*:

- At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- I am currently engaged with UNDP and/or other entities for the following work :

| Assignment | Contract Type | UNDP Business Unit / Name of Institution/Company | Contract Duration | Contract Amount |
|------------|---------------|--|-------------------|-----------------|
|            |               |  |                   |                 |
|            |               |  |                   |                 |
|            |               |  |                   |                 |

I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal :

| Assignment | Contract Type | Name of Institution/ Company | Contract Duration | Contract Amount |
|------------|---------------|------------------------------|-------------------|-----------------|
|            |               |                              |                   |                 |
|            |               |                              |                   |                 |
|            |               |                              |                   |                 |

- l) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.
- m) **If you are a former staff member of the United Nations recently separated, pls. add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.
- n) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature: \_\_\_\_\_

Date Signed : \_\_\_\_\_

**Annexes *[pls. check all that applies]:***

- Resume or CV
- Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- Brief Description of Approach to Work (if required by the TOR)

**BREAKDOWN OF COSTS  
SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

Having examined the Solicitation Documents, I, the undersigned, offer to provide all the services in the TOR for the sum of

This is a lump sum offer covering all associated costs for the required service (fee, meal, accommodation, travel, etc.).

**a) Breakdown of Cost by Components in (pls. indicate the currency):** \_\_\_\_\_

| <i>Cost components</i>               | <i>Unit cost</i> | <i>Quantity</i> | <i>Total rate for the Contract Duration</i> |
|--------------------------------------|------------------|-----------------|---|
| <b>I. Personnel Cost</b>             |                  |                 |   |
| Professional fee                     |                  |                 |   |
| Life insurance                       |                  |                 |   |
| Medical insurance                    |                  |                 |   |
| Other (pls. specify)                 |                  |                 |   |
| <b>TOTAL</b>                         |                  |                 |   |
| <b>II. Duty Travel</b>               |                  |                 |   |
| Travel to duty station (if required) |                  |                 |   |
| Living allowance                     |                  |                 |   |
| Others (pls. specify)                |                  |                 |   |
| <b>TOTAL</b>                         |                  |                 |   |

**b) Breakdown of Cost by Deliverables\***

| <i>Deliverables<br/>[list them as referred to in the<br/>TOR]</i> | <i>Indicative time-frame (subject to<br/>revision)</i> | <i>Percentage of Total Price (Weight for<br/>payment)</i> | <i>Amount</i> |
|---|--|---|---------------|
| Deliverable 1   |  |   |               |
| Deliverable 2   |  |   |               |
| ....  |  |   |               |
| <b>Total</b>  |  | 100%  |               |

\*Basis for payment tranches

**Proposed by:**

**Signature:**

**Date:**

**INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS****GENERAL CONDITIONS OF CONTRACT  
FOR THE SERVICES OF INDIVIDUAL CONTRACTORS****1. LEGAL STATUS:**

The Individual contractor shall have the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP), and shall not be regarded, for any purposes, as being either a “staff member” of UNDP, under the UN Staff Regulations and Rules, or an “official” of UNDP, for purposes of the Convention on the Privileges and Immunities of the United Nations, adopted by the General Assembly of the United Nations on 13 February 1946. Accordingly, nothing within or relating to the Contract shall establish the relationship of employer and employee, or of principal and agent, between UNDP and the Individual contractor. The officials, representatives, employees or subcontractors of UNDP and of the Individual contractor, if any, shall not be considered in any respect as being the employees or agents of the other, and UNDP and the Individual contractor shall be solely responsible for all claims arising out of or relating to its engagement of such persons or entities.

**2. STANDARDS OF CONDUCT:**

In General: The Individual contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its obligations under the Contract. Should any authority external to UNDP seek to impose any instructions on the Contract regarding the Individual contractor’s performance under the Contract, the Individual contractor shall promptly notify UNDP and shall provide all reasonable assistance required by UNDP. The Individual contractor shall not take any action in respect of its performance of the Contract or otherwise related to its obligations under the Contract that may adversely affect the interests of UNDP, and the Individual contractor shall perform its obligations under the Contract with the fullest regard to the interests of UNDP. The Individual contractor warrants that it has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Contract or the award thereof to any representative, official, employee or other agent of UNDP. The Individual contractor shall comply with all laws, ordinances, rules and regulations bearing upon the performance of its obligations under the Contract. In the performance of the Contract the Individual contractor shall comply with the standards of conduct set in the Secretary General’s Bulletin ST/SGB/2002/9 of 18 June 2002, entitled “Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Expert on Mission”. The individual contractor must comply with all Security Directives issued by UNDP. Failure to comply with such security directives is grounds for termination of the Contract for cause.

Prohibition of Sexual Exploitation and Abuse: In the performance of the Contract, the Individual contractor shall comply with the standards of conduct set forth in the Secretary-General’s bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse”. In particular, the Individual contractor shall not engage in any conduct that would constitute sexual exploitation or sexual abuse, as defined in that bulletin.

The Individual contractor acknowledges and agrees that any breach of any of the provisions hereof shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, shall give rise to grounds for termination of the Contract. In addition, nothing herein shall limit the right of UNDP to refer any alleged breach of the foregoing standards of conduct to the relevant national authorities for appropriate legal action.

**3. TITLE RIGHTS, COPYRIGHTS, PATENTS AND OTHER PROPRIETARY RIGHTS:**

Title to any equipment and supplies that may be furnished by UNDP to the Individual contractor for the performance of any obligations under the Contract shall rest with UNDP, and any such equipment shall be returned to UNDP at the conclusion of the Contract or when no longer needed by the Individual contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Individual contractor, subject to normal wear and tear, and the Individual contractor shall be liable to compensate UNDP for any damage or degradation of the equipment that is beyond normal wear and tear.

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, processes, inventions, ideas, know-how or documents and other materials which the Individual contractor has developed for UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Individual contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UNDP. However, to the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Individual contractor: (a) that pre-existed the performance by the Individual contractor of its obligations under the Contract, or (b) that the Individual contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, UNDP does not and shall not claim any ownership interest thereto, and the Individual contractor grants to UNDP a perpetual licence to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract. At the request of UNDP, the Individual contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to UNDP in compliance with the requirements of the

applicable law and of the Contract. Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents and all other data compiled by or received by the Individual contractor under the Contract shall be the property of UNDP, shall be made available for use or inspection by UNDP at reasonable times and in reasonable places, shall be treated as confidential and shall be delivered only to UNDP authorized officials on completion of work under the Contract

#### **4. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:**

Information and data that are considered proprietary by either UNDP or the Individual contractor or that are delivered or disclosed by one of them (“Discloser”) to the other (“Recipient”) during the course of performance of the Contract, and that are designated as confidential (“Information”), shall be held in confidence and shall be handled as follows. The Recipient of such Information shall use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser’s Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate, and the Recipient may otherwise use the Discloser’s Information solely for the purpose for which it was disclosed. The Recipient may disclose confidential Information to any other party with the Discloser’s prior written consent, as well as to the Recipient’s employees, officials, representatives and agents who have a need to know such confidential Information solely for purposes of performing obligations under the Contract. Subject to and without any waiver of the privileges and immunities of UNDP, the Individual contractor may disclose Information to the extent required by law, *provided that* the Individual contractor will give UNDP sufficient prior notice of a request for the disclosure of Information in order to allow UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made. UNDP may disclose Information to the extent as required pursuant to the Charter of the United Nations, resolutions or regulations of the General Assembly or its other governing bodies, or rules promulgated by the Secretary-General. The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder. These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

#### **5. TRAVEL, MEDICAL CLEARANCE AND SERVICE INCURRED DEATH, INJURY OR ILLNESS:**

If the Individual contractor is required by UNDP to travel beyond commuting distance from the Individual contractor’s usual place of residence, and upon prior written agreement, such travel shall be at the expense of UNDP . Such travel shall be at economy care when by air.

UNDP may require the Individual contractor to submit a Statement of Good Health from a recognized physician prior to commencement of work in any offices or premises of UNDP or before engaging in any travel required by UNDP or connected with the performance of the Contract. The Individual contractor shall provide such a Statement of Good Health as soon as practicable following such request, and prior to engaging in any such travel, and the Individual contractor warrants the accuracy of any such Statement, including, but not limited to, confirmation that the Individual contractor has been fully informed regarding the requirements for inoculations for the country or countries to which travel may be authorized.

In the event of the death, injury or illness of the Individual contractor which is attributable to the performance of services on behalf of UNDP under the terms of the Contract while the Individual contractor is traveling at UNDP expense or is performing any services under the Contract in any offices or premises of UNDP, the Individual contractor or the Individual contractor’s dependants, as appropriate, shall be entitled to compensation equivalent to that provided under the UNDP insurance policy, available upon request.

#### **6. PROHIBITION ON ASSIGNMENT; MODIFICATIONS:**

The Individual contractor may not assign, delegate, transfer, pledge or make any other disposition of the Contract, of any part thereof, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of UNDP, and any attempt to do so shall be null and void. The terms or conditions of any supplemental undertakings, licences or other forms of Contract concerning any goods or services to be provided under the Contract shall not be valid and enforceable against UNDP nor in any way shall constitute an Contract by UNDP thereto, unless any such undertakings, licences or other forms of Contract are the subject of a valid written undertaking by UNDP. No modification or change in the Contract shall be valid and enforceable against UNDP unless provided by means of a valid written amendment to the Contract signed by the Individual contractor and an authorized official or appropriate contracting authority of UNDP.

#### **7. SUBCONTRACTORS:**

In the event that the Individual contractor requires the services of subcontractors to perform any obligations under the Contract, the Individual contractor shall obtain the prior written approval of UNDP for any such subcontractors. UNDP may, in its sole discretion, reject any proposed subcontractor or require such subcontractor’s removal without having to give any justification therefore, and such rejection shall not entitle the Individual contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract. The Individual contractor shall be solely responsible for all services and obligations performed by its subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.



#### **8. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS:**

The Individual contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNDP, nor shall the Individual contractor, in any manner whatsoever, use the name, emblem or official seal of UNDP, or any abbreviation of the name of UNDP, in connection with its business or otherwise without the written permission of UNDP.

#### **9. INDEMNIFICATION:**

The Individual contractor shall indemnify, defend, and hold and save harmless UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to: (a) allegations or claims that the use by UNDP of any patented device, any copyrighted material or any other goods or services provided to UNDP for its use under the terms of the Contract, in whole or in part, separately or in combination, constitutes an infringement of any patent, copyright, trademark or other intellectual property right of any third party; or (b) any acts or omissions of the Individual contractor, or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

#### **10. INSURANCE:**

The Individual contractor shall pay UNDP promptly for all loss, destruction or damage to the property of UNDP caused by the Individual contractor, or of any subcontractor, or anyone directly or indirectly employed by them in the performance of the Contract. The Individual contractor shall be solely responsible for taking out and for maintaining adequate insurance required to meet any of its obligations under the Contract, as well as for arranging, at the Individual contractor's sole expense, such life, health and other forms of insurance as the Individual contractor may consider to be appropriate to cover the period during which the Individual contractor provides services under the Contract. The Individual contractor acknowledges and agrees that none of the insurance arrangements the Individual contractor may make shall, in any way, be construed to limit the Individual contractor's liability arising under or relating to the Contract.

#### **11. ENCUMBRANCES AND LIENS:**

The Individual 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 to the Individual contractor or to become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Individual contractor.

#### **12. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:**

In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the Individual contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The Individual 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 the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in conditions or occurrence, the Individual contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual contractor of a reasonable extension of time in which to perform any obligations under the Contract.

In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the Individual contractor shall give notice and full particulars in writing to UNDP of such occurrence or cause if the Individual contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The Individual 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 the Contract. Not more than fifteen (15) days following the provision of such notice of *force majeure* or other changes in conditions or occurrence, the Individual contractor shall also submit a statement to UNDP of estimated expenditures that will likely be incurred for the duration of the change in conditions or the event. On receipt of the notice or notices required hereunder, UNDP shall take such action as it considers, in its sole discretion, to be appropriate or necessary in the circumstances, including the granting to the Individual contractor of a reasonable extension of time in which to perform any obligations under the Contract.

*Force majeure* as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, or any other acts of a similar nature or force, *provided that* such acts arise from causes beyond the control and without the fault or negligence of the Individual contractor. The Individual contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Individual contractor must perform in or for any areas in which UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delay or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute *force majeure* under the Contract.

### **13. TERMINATION:**

Either party may terminate the Contract, in whole or in part, upon giving written notice to the other party. The period of notice shall be five (5) days in the case of Contracts for a total period of less than two (2) months and fourteen (14) days in the case of contracts for a longer period. The initiation of conciliation or arbitral proceedings, as provided below, shall not be deemed to be a "cause" for or otherwise to be in itself a termination of the Contract. UNDP may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that: (a) the Individual contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, applies for moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (b) the Individual contractor is granted a moratorium or a stay or is declared insolvent; the Individual contractor makes an assignment for the benefit of one or more of its creditors; (c) a Receiver is appointed on account of the insolvency of the Individual contractor ; (d) the Individual contractor offers a settlement in lieu of bankruptcy or receivership; or (e) UNDP reasonably determines that the Individual contractor has become subject to a materially adverse change in its financial condition that threatens to endanger or otherwise substantially affect the ability of the Individual contractor to perform any of its obligations under the Contract.

In the event of any termination of the Contract, upon receipt of notice of termination by UNDP, the Individual contractor shall, except as may be directed by UNDP in the notice of termination or otherwise in writing: (a) take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum; (b) refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice; (c) deliver all completed or partially completed plans, drawings, information and other property that, if the Contract had been completed, would be required to be furnished to UNDP thereunder; (d) complete performance of the work not terminated; and (e) take any other action that may be necessary, or that UNDP may direct in writing, for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Individual contractor and in which UNDP has or may be reasonably expected to acquire an interest. In the event of any termination of the Contract, UNDP shall only be liable to pay the Individual contractor compensation on a pro rata basis for no more than the actual amount of work performed to the satisfaction of UNDP in accordance with the requirements of the Contract. Additional costs incurred by UNDP resulting from the termination of the Contract by the Individual contractor may be withheld from any amount otherwise due to the Individual contractor from UNDP.

### **14. NON-EXCLUSIVITY:**

UNDP shall have no obligation respecting, and no limitations on, its right to obtain goods of the same kind, quality and quantity, or to obtain any services of the kind described in the Contract, from any other source at any time.

### **15. TAXATION:**

Article II, 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 restrictions, 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 exemptions of the United Nations from such taxes, restrictions, duties or charges, the Individual contractor shall immediately consult with UNDP to determine a mutually acceptable procedure. UNDP shall have no liability for taxes, duties or other similar charges payable by the Individual contractor in respect of any amounts paid to the Individual contractor under this Contract, and the Individual contractor acknowledges that UNDP will not issue any statements of earnings to the Individual contractor in respect of any such payments.

### **16. AUDITS AND INVESTIGATIONS:**

Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or by other authorized and qualified agents of UNDP at any time during the term of the Contract and for a period of two (2) years following the expiration or prior termination of the Contract. UNDP shall be entitled to a refund from the Individual contractor for any amounts shown by such audits to have been paid by UNDP other than in accordance with the terms and conditions of the Contract.

The Individual contractor acknowledges and agrees that, from time to time, UNDP may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the operations of the Individual contractor generally relating to performance of the Contract. The right of UNDP to conduct an investigation and the Individual contractor's obligation to comply with such an investigation shall not lapse upon expiration or prior termination of the Contract. The Individual contractor shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Individual contractor's obligation to make available its personnel and any relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to UNDP access to the Individual contractor's premises at reasonable times and on reasonable conditions in connection with such access to the Individual contractor's personnel and relevant documentation. The Individual contractor shall require its agents, including, but not limited to, the Individual contractor's attorneys, accountants or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UNDP hereunder.

### **17. SETTLEMENT OF DISPUTES:**

**AMICABLE SETTLEMENT:**

UNDP and the Individual contractor shall use their best efforts to amicably settle any dispute, controversy or claim arising out of the 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 Conciliation Rules then obtaining of the United Nations Commission on International Trade Law (“UNCITRAL”), or according to such other procedure as may be agreed between the parties in writing.

**ARBITRATION:**

Any dispute, controversy or claim between the parties arising out of the Contract, or the breach, termination, or invalidity thereof, unless settled amicably, as provided above, shall be referred by either of the parties to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 (“Interim Measures of Protection”) and Article 32 (“Form and Effect of the Award”) of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate (“LIBOR”) then prevailing, and any such interest shall be simple interest only. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy or claim.

**18. PRIVILEGES AND IMMUNITIES:**

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

## UNITED NATIONS DEVELOPMENT PROGRAMME



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## Contract for the services of an Individual Contractor

No. IC/2016/

This Individual Contract is entered into on \_\_\_\_\_ between the United Nations Development Programme (hereinafter referred to as “UNDP”) and \_\_\_\_\_ (hereinafter referred to as “the Individual Contractor”) whose address is \_\_\_\_\_.

WHEREAS UNDP desires to engage the services of the Individual Contractor on the terms and conditions hereinafter set forth, and:

WHEREAS the Individual Contractor is ready and willing to accept this Contract with UNDP on the said terms and conditions, NOW, THEREFORE, the Parties hereby agree as follows:

### 1. Nature of services

The Individual Contractor shall perform the services as described in the Terms of References which form an integral part of this Contract and are attached hereto as *Annex I* in the following Duty Station(s): \_\_\_\_\_.

### 2. Duration

This Individual Contract shall commence on \_\_\_\_\_, and shall expire upon satisfactory completion of the services described in the Terms of Reference mentioned above, but not later than \_\_\_\_\_, unless sooner terminated in accordance with the terms of this Contract. This Contract is subject to the General Conditions of Contract for Individual contractors which are available on UNDP website at [www.undp.org/procurement](http://www.undp.org/procurement) and are attached hereto as *Annex II*.

### 3. Consideration

As full consideration for the services performed by the Individual Contractor under the terms of this Contract, including, unless otherwise specified, his/her travel to and from the Duty Station(s), any other travel required in the fulfilment of the Terms of Reference in Annex I, and living expenses in the Duty Station(s), UNDP shall pay the Individual Contractor a total of \_\_\_\_\_ in accordance with the table set forth below. Payments shall be made following certification by UNDP that the services related to each Deliverable, as described below, have been satisfactorily performed and the Deliverables have been achieved by or before the due dates specified below, if any.

| DELIVERABLE | DUE DATE | AMOUNT IN USD |
|-------------|----------|---------------|
|             |          |               |
|             |          |               |

If unforeseen travel outside the Duty Station not required by the Terms of Reference is requested by UNDP, and upon prior written agreement, such travel shall be at UNDP’s expense and the Individual Contractor shall receive a *per diem* not to exceed United Nations daily subsistence allowance rate in such other location(s).

Where two currencies are involved, the rate of exchange shall be the official rate applied by the United Nations on the day the UNDP instructs its bank to effect the payment(s).

### 4. Rights and Obligations of the Individual contractor

The rights and obligations of the Individual Contractor are strictly limited to the terms and conditions of this Contract, including its Annexes. Accordingly, the Individual Contractor shall not be entitled to any benefit, payment, subsidy, compensation or entitlement, except as expressly provided in this Contract. The Individual Contractor shall be solely liable for claims by third parties arising from the Individual Contractor’s own acts or omissions in the course of performing this Contract, and under no circumstances shall UNDP be held liable for such claims by third parties.

- **The Individual Contractor is (not) required to submit a Statement of Good Health and confirmation of immunization.**

### 5. Beneficiary

The Individual Contractor selects \_\_\_\_\_ as beneficiary of any amounts owed under this Contract in the event of death of the Individual Contractor while performing services hereunder. This includes the payment of any service-incurred liability insurance attributable to the performance of the services for UNDP.

Mailing address, email address and phone number of beneficiary: \_\_\_\_\_

Mailing address, email address and phone number of emergency contact (if different from beneficiary): \_\_\_\_\_

IN WITNESS WHEREOF, the Parties hereto have executed this Contract.

By signing below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract, including the General Conditions of Contracts for Individual contractors available on UNDP website at [www.undp.org/procurement](http://www.undp.org/procurement) and attached hereto in Annex II which form an integral part of this Contract, and that I have read and understood, and agree to abide by the standards of conduct set forth in the Secretary-General's bulletins ST/SGB/2003/13 of 9 October 2003, entitled "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" and ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission".

**AUTHORIZING OFFICER:**

**INDIVIDUAL CONTRACTOR:**

\_\_\_\_\_

\_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_