**Guide to Requestors in Drafting a Terms of Reference (TOR)**

[**Annex**](#Annex)

In the process of preparing a TOR, one should deliberately and seriously take on the perspective and situation of a Proposer who may have not heard or does not know about the project and its requirements until the RFP documents were received.

When proposals have already been received by UNDP, it would not be fair for UNDP to look for offers that were not originally sought in the TOR. Hence, the more complete the TOR, the better are the chances of generating responsive offers to undertake the work.

It is hoped that the UNDP Business Units shall endeavour to comply with the herein recommended contents of the TOR in order to generate prooposals that are most responsive to the needs of the project.

**MINIMUM CONTENTS OF A GOOD TOR**

### A. Project Title

##### **B. Project Description**

1. Describe the project rationale / background and the objectives of the project
2. Describe briefly the context of the required contracting of services
3. Emphasize the relevance/purpose of the work required and how it is linked to the project context
4. If necessary, explain thoroughly the peculiarity of the setting of the project or the work required, if any (e.g., security risks involved in conducting the work in certain communities, certain cultures and practices unique to the stakeholders, etc.)

##### **C. Scope of Work**

1. List down the major activities expected to be undertaken by contractor
2. Briefly describe the required activities (scope, location, subjects, etc.) and other information that will help prospective Proposers understand the nature of the work
3. If possible and if necessary, it is always best to list down per activity the literature/data/information/policy framework already on hand and may be made available by to the contractor as reference/input to the activity.

##### **D. Expected Outputs**

1. List down the outputs in accordance to the sequence of the work and their corresponding target delivery.
2. If the specific dates are too variable and cannot yet be defined, the span of time from the commencement of the work could be indicated (e.g., 2nd week from contract signing, within 2-3 months from contract signing, etc.).

**E. Institutional Arrangement**

1. Identify the specific authority/ies who will directly supervise the contractor, and to whom the contractor will be directly responsible to, reporting to, seeking approval/acceptance of output from (e.g, the Project Manager, or National Project Director, etc.)
2. Determine frequency of progress reporting, if required (e.g., weekly, monthly, fortnightly, etc.), as well as any need to present report results/outputs to any audience or body
3. Identify institutions/organizations/individuals with whom the contractor is expected to liaise/interact/collaborate/meet with in the course of performing the work (e.g., other agencies, project co-implementors, donors, communities, local government units, etc.)
4. Define roles / extent of participation of entities involved in the management/implementation of the contract (e.g., as respondents to survey, resource persons to confer with, approving authority, evaluating performance, etc.)
5. Specify if the project will be able to provide (or not) any facility, support personnel, support service, or logistics, what they will be, and at what stage of the work

**F. Duration of the Work**

1. State expected duration of work / total no. of days/weeks/months of engagement, including effective person-days, if applicable. Emphasize expected date of full completion, if time is of the essence
2. Indicate target date of commencement of the work and expected completion date, including conditions to both, if any (e.g., issuance of Notice to Proceed, Certificate of Completion of Work, etc.), justifying the timing, if necessary
3. Give estimated lead time for UNDP or Project Implementing Partners to review outputs, give comments, approve/accept outputs, etc.
4. Explain special reason for urgency, if any, and serious consequence/impact of any form of delay in the completion of the work (e.g., deferment of the succeeding phase to the following year, cancellation of the budget allocation for the project, etc.)

**G. Duty Station**

* 1. Identify the contractor’s duty station/location during the contract, mentioning the location of field works or in pursuit of other relevant activities, specially where traveling will be required
	2. State whether or not the contractor will be required to report regularly or be present at a certain office during the work, including frequency of reporting, even if intermittent

**H. Qualifications of the Successful Contractor**

1. Determine the minimum level of education acceptable and the fields of studies preferred, if any
2. Set minimum number of years of work experience on the preferred field of practice, if there is any preference
3. Identify special skills / experience and other qualifications which will prove to be advantageous and vital to the success of the work implementation, specially if project setting/situation is unique or has peculiarities (e.g., experience in working with indigenous people, familiarity with the key issues confronting a certain region, understanding of and ability to relate with a specific culture/religion, knowledge of a local dialect, etc.)
4. If a team of experts need to be formed, indicate the maximum number of team members and specify the recommended qualifications of each team member, if a set of varied ones are required (e.g., team of at least 3 members consisting of experts in policy analysis, community development and agriculture)

**I. Scope of Bid Price and Schedule of Payments**

1. State whether the contract price is a fixed output-based price regardless of extension of the herein specific duration, or if it is based on a daily/ weekly/monthly rate adjustable in accordance to any extension or reduction in the duration of engagement
2. Specify the cost components that the Proposer must include in the computation of contract price (e.g., purely professional fee, or inclusive of travel, living allowances, taxes, etc.) against those which the project will provide or will pay for (e.g., conduct of workshop will borne by the project charged to another budget line, vehicles will be made available to the contractor for land travels, office space/equipment or an administrative staff will be provided within the project premises, etc.)
3. Specify the key outputs or milestone activities for which payments will be made, the corresponding percentage of the contract price that will be paid per milestone/output, including the conditions/documentations required prior to the release of any tranches of payment.

**J. Recommended Presentation of Proposal**

For purposes of generating Proposals whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Proposal to be submitted, as well as the format/sequencing of their presentation.

**K. Annexes to the TOR**

Existing literature or documents that will help provide Proposers with a better comprehension of the project situation and the work required should be immediately provided as annex/es to the TOR, specially if such literature or documents are not confidential.

**This TOR is approved by** : [*indicate name of Approving Manager*]

Signature

Name and Designation

Date of Signing

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| --- |
| **Annex** |

**Drafting Terms of Reference**

**(TOR)**

1. The TOR may be compared to the technical specifications for the purchase of goods or works.
2. The terms of reference should define precisely the task required of the Consultant. The clarity of the TOR is the key to quality proposals and ultimately a sound contract.
3. The TOR should clearly set out the following:
4. Objectives: What is the anticipated result of the services?
5. Background: What is the history of the assignment? Has previous work been done? Are there any particular constraints as to the results to be sought?
6. Scope of work and expected output: What is the Consultant expected to do? What is the degree of detail to be provided? What time scale to be included? Are there specific decision points during the performance of the work?
7. Purchases: Are any hardware requirements connected with the assignments? When should any such deliveries to the client be made and on what terms?
8. Reports: How and when will the Consultant present his or her results?
9. Inputs: What is the client going to provide in the way of facilities, professional support and physical facilities?