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## Request for Approval or Delegation for Project Document that includes Construction Works

In line with the Programme and Project Management policy on [Appraise and Approve](#), which sets out mandatory UNDP authorizations and approvals in respect of Works, the Resident Representative must obtain specific authorization from the Regional Bureau Director prior to approving a project document, or any substantive revision thereof, that proposes UNDP support to Works above \$200K.

The CO may either request the Regional Bureau Director approval for a specific project or a delegation of authority to approve Construction projects above \$200K, if the CO has proven experience in implementing construction works across projects/programme.

A. GENERAL INFORMATION			
1. Requesting Business Unit	TOGO	2. RR/Head of BU name	Aliou Mamadou DIA
3. Date of request	5/6/2021	4. Signature of Head of BU	
4. Purpose of request	Approval for specific construction project or activity		
	1. For approval for specific project/activity, complete all sections except for Section C. 2. For delegation to approve construction projects, complete all sections except for Section B.		
B. REQUEST FOR APPROVAL OF SPECIFIC CONSTRUCTION PROJECT OR ACTIVITY			
5. Request for	New Project	6. Type of Project	DIM
7. Project # and title	#125888# Community Impact 2030		
8. Donor	UNDP	9. Beneficiary	Local communities in 5 regions
10. Project budget	3 000 000 USD	11. Expected budget of works component	2 650 000 USD
12. Brief summary of project scope and type of works	<p>The Community Impact 2030 project is a new initiative of the CO which intends to contribute to the achievement of the SDGs in Togo by supporting government initiatives as a continuation of the PUDC. It plans to positively and sustainably transform the lives of men and women, adults and young people through the targeting and implementation of concrete projects likely to provide rapid, immediate and lasting responses to the needs of the most vulnerable populations. Priority will be given to women, children and young people living in rural areas. The initiative will (i) strengthen the resilience and adaptive capacities of individuals and households and ii) improve the access of rural populations to health care, quality education, water drinking, sustainable and affordable energy and new technologies. The expected results of this project are: (i) the creation of innovative infrastructures and services improving the living conditions of the populations, (ii) the improvement of the populations' access to sustainable energy in the target localities (iii) the development of rural and agricultural entrepreneurship for the economic empowerment of women and young people and (iv) the identification and implementation of innovative initiatives and solutions in terms of digitalization of social, administrative and financial.</p>		
13. Has a feasibility study been undertaken? By whom and what's the conclusion of technical and financial viability.	<p>Yes, a global study were done during the implementation of the PUDC by private companies and validated by the ministries in charge of the different sectors. The conclusion was that the project is technically feasible and financially viable. Due to the fact that PUDC did not mobilized all the resources needed, the new project will use these studies for its implementation in the site already identified in these studies. Field visit were organized recently by the Engineer of the Country office with the engineers of the National Partners in the different areas of work to confirm the studies result and the choice of the site.</p>		

14. Assessment and outcome of the Social and Environmental Screening Procedure for the project (s)/programme	The social and environmental assessment was conducted by the National Agency of Environmental Management during the implementation of the PUDC and the risk is "low" and mitigation action are already identified.
15. Identified Risks and mitigation measures	<p>- Risk 1 : <b>COVID 19 crisis</b> / Mitigation Measure : a) the government is taking measures to manage the disease with the support of its partners such as UNDP b) the actors will be provided with protective equipment and respect for social distancing, barriers measures during the implementation of the activities</p> <p>- Risk 2 : <b>Poor performing companies</b> / Mitigation Measure : The office will use the companies in the PUDC Roster that have been assessed as satisfactory. A follow up of the companies will be on a regular basis by the engineer of the CO and the controller recruited for that mission. He will put in place monitoring tools and weekly meetings will be done.</p>
16. Describe the enhanced monitoring and quality assurance activities and measures that will be/are included in the Project Document	The different ministries in charge of the different areas of work of the project were involved in the design phase of the project and are engaged to be part of the implementation phase. They already nominated focal points at national and local level which are working with the engineer of the CO and organized field visit to confirm the feasibility study and the choice of the site of implementation. The CO will also recruit private companies for the monitoring and control of activities during the implementation phase. The beneficiaries will take part of the process since the design, the implementation, the monitoring and the durability. Teachers and doctors will be involved in the monitoring process where schools and health center will be built.

### C. REQUEST FOR APPROVAL OF DELEGATION OF AUTHORITY TO APPROVE CONSTRUCTION PROJECTS

17. Justification and Need for Delegation	<input type="checkbox"/> Proven previous experience in construction works <input type="checkbox"/> New Project (s) coming on stream	<input type="checkbox"/> Crisis or Emergency <input type="checkbox"/> Other _____
18. Brief Justification Details <i>Attach any relevant documents</i>		

### D. FINANCIAL AND PROCUREMENT DATA

19. Annual Financial Delivery of the Office		
Year	Total delivery incl. procurement	Total Construction Procurement Volume
Past fiscal year [actual]	USD 10 545 895	USD 2 410 466
Current fiscal year [target]	USD 11 286 791	USD 1 460 500

### 20. Historical and expected works contracts

Value of contract [USD]	Number of Works Contracts above \$200K issued during last 12 months	Estimated/expected number of construction works next 12 months
200,001 - 300,000	4	15
300,001 – 500,000	3	2
500,001 – 1 million		
Above 1 million		

### E. PROCUREMENT STAFF AND ENGINEERING CAPACITY/ RESOURCES

21. Does the Country Office have sufficient technical expertise available to the project to ensure that construction specifications are adequately and timely defined/specific to ensure efficient, effective and transparent construction management? Provide brief details.	<p><b>There is an experienced Civil Engineer in the CO who conducted all the works in the PUDC. He will dedicated full time to the implementation of the project If necessary, the CO will recruit additional technical expertise for the implementation of the project.</b></p> <p><b>The office have 3 experienced procurement staff (NOC, G7, UNV). The G7 staff was in the PUDC team and is specialized in infrastructure</b></p>
22. List of Procurement Officers and Engineers – <i>Please list the Head of Procurement first</i>	

Name	Title	Contract Type and Grade	Highest CIPS Certification Level
Abra Mawuena Apelete Derman	Procurement Specialist	FTA / NOC	Level 3
Kokou Anoumou Keke	Procurement analyst	FTA /G7	Level 3
Edem Parfait FOLLY	Procurement analyst	UNV	Level 1
Djetaba Komi Batoke	Civil Engineer	SC / SB4	Level 1
23. Will the Country Office engage a Consulting Engineering Firm? If so, provide details (where applicable)	The CO will recruit a consulting Engineering firm for the control and monitoring of the implementation of the infrastructure in the field and will also will work with the technical units of the several ministries at central and local level		

#### F. OTHER INFORMATION

24. Does the Country Office have a proven track record in successfully managing construction projects/contracts? Provide brief details.

**Yes, The CO had already implemented the PUDC with an amount of 50 million USD in which 42 million were construction works**

25. List the previous construction works above \$200K implemented by BU last 3 years

Description	Duration	Value
PUDC Several construction in the field of Health, Education, Water supply, rural roads, Ecovillage	From 7/4/2016 to 12/31/2020	USD 42 000 000
	From 1/1/2017 to 12/31/2020	USD 1 400 000
	From Select date to Select date	USD
	From Select date to Select date	USD
	From Select date to Select date	USD
	From Select date to Select date	USD

26. Lessons learnt from previous construction works

1. Construction needs a good planification to avoid delays	
2. Close monitoring and control of companies for good quality assurance	
3. Involve beneficiary populations from the start for better ownership	

27. Details of Contract Management and Monitoring measures implemented by BU for construction works

The CO will use the Roster of companies which worked with the PUDC and rated Satisfactory or use a prequalification process. A competitive process will be launched to recruit the constructors. In some cases, LOA should be signed with experienced companies. The Civil engineer of the office will be the focal point for the construction under the supervision of the Team Leader of the Cluster Governance and the DRR. The CO will work closely with the Ministers which will produce the plan of the infrastructure. A steering meeting chaired by the RR will be held and composed by the partners. Field visit will be organized at least once a month for the national level and once a week for the local level. If necessary, consultants should be hire for supporting. Private companies will monitor the implementation of the infrastructure and have weekly meeting with the constructors and the partners in the field.

28. Latest Audit Rating and investigations (if any)

Type of Audit	Year of Audit	Audit Rating
Country Office	2019	<b>Partially Satisfactory</b>
Construction projects/programme	2019	<b>Satisfactory</b>

Specific comments related to Procurement function in Audit report and corrective actions implemented by the CO:

29. Current DPA	\$200,000	30. Current IDPA Expiration Date (if applicable)	date
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Endorsement by Head of the Business Unit:

Name & Title: Aliou Mamadou Dia      Signature: *Aliou Mamadou Dia*      Date: 31-Aug-2021

Completed and signed Request for Approval or Delegation for Construction Works form along with supporting documents as appropriate should be submitted to respective Regional Bureau Operations Advisor with copy to the Regional Procurement Advisor.

Assessment of available capacity, possible risks and risk mitigation measures to be adopted:( Regional Procurement Advisor in discussion with RACP Chair)

Based on the elements developed and provided by the CO and based on the analysis of the capacity of the country office; we have highlighted the following weakness :

- the average quality rating of RACP cases for Togo CO from January 2019 is 80% (60% is just fair, 80% is good and 100% is excellent) with 8 RACP cases reviewed since then, Please note that the minimum benchmark for RACP to recommend regular IDPA's requests from country offices is 75%.
- Analysis of RACP review comments on cases since 2019 on civil works activities have demonstrated no particular weaknesses relevant to construction cases.
- The CO Togo is recommended to continue using standard corporate bidding documents and using clear instructions to bidders. For construction works, it is recommended to organise prebid meetings and site visits to assure that bidders are familiar with the bid requirements and with the particular project site. For R/ACP submissions preparing well the case submissions with complete set of documents and details in the case summary facilitates the committee review.

On this basis, we recommend that the business unit ensure that the following before any Procurement action is required:

- 1 - Ensure and receive confirmation that the required prior programmatic considerations are present and otherwise ensure the availability of these considerations before starting the Procurement process as stated in the current Policy as well as ensuring that the UNDP construction policy is followed before approval process of a project document ;
- 2 - Ensure that the country office will have the technical resources set out in this document in both engineering and civil work procurement at the time of the launch of the Procurement business; and as the scope of civil works for the CO is growing, we are strongly recommending to consider the important need to have a senior team leader engineer position with the appropriate responsibilities to support the development of the appropriate growing strategy for civil works in a restrictive market context e.g. through an UNDP detailed assignment for sufficient time or other appropriate contractual modalities. Additionally, If the numbers of high value cases increase, we are recommending also to consider to dedicate a specific full time procurement staff – international expert in civil works to have focus on this specific area as the contract management has also an important impact on procurement activities.
- 3 – Seek the advice of the RBA Regional Procurement Advisor from the procurement planning stage of the solicitations and submit in case EXANTE all cases greater than 1,000,000 USD or cases of high complexity as required by the POPP. Seek also the advice of the RBA Regional Procurement Advisor for the submission of cases to RACP and ACP with a view to improve the average quality rating of cases presented by the country office, which has been 80 % from 2019;
- 4 - To ensure that all activities are well planned in the PROMPT system as required and that contract management is done through the relevant ATLAS module.
- 5 - To ensure that the programmatic part will have considered the necessary procedural delays and SOPS of the Country office as part of the time frames for the execution of procurement requests.
- 6 - Ensure that the ACP and RACP recommendations for civil works cases of the last years as well as lessons learnt from previous construction works are followed, as explained above.
- 7 - Ensuring that a shortlist of qualified and performing list of potential bidders is done before publishing the solicitation with for instance UNDP contractors which performance has been satisfactory as well as by asking for this information to other UN agencies (like UNOPS) present in Togo.

