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Resilient nations.*

# REQUEST FOR PROPOSAL

**FOR THE PROVISION OF PROJECT MANAGEMENT AND STRATEGIC PLANNING TECHNICAL SUPPORT  
SERVICES TO GSSCPD FOR THE FORMULATION OF KUWAIT NATIONAL DEVELOPMENT PLAN  
PROCESS**

RFP No.: RFP/UNDP/KW/2018/09

Project: Institutional Capacity Development for the Implementation of the Kuwait  
National Development Plan (ICDI/KNDP)

Country: Kuwait

Issued on: 18 October 2018

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## Section 1. Letter of Invitation

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The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the Provision of Household Income and Expenditure Survey services in Kuwait.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
  - o Form A: Technical Proposal Submission Form
  - o Form B: Bidder Information Form
  - o Form C: Joint Venture/Consortium/Association Information Form
  - o Form D: Qualification Form
  - o Form E: Format of Technical Proposal
  - o Form F: Financial Proposal Submission Form
  - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to [procurement.kw@undp.org](mailto:procurement.kw@undp.org) indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in eTendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Issued by:



Name: Procurement Unit  
Date: **October 18, 2018**

Approved by:



Name: Khaled Shahwan  
Title: UNDP DRR  
Date: **October 18, 2018**



## Section 2. Instruction to Bidders

### A. GENERAL PROVISIONS

- |  |  |
|--|--|
| 1. Introduction                              | <p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>   |
| 2. Fraud & Corruption, Gifts and Hospitality | <p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_and_investigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_and_investigation.html#anti</a></p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP<br/>           (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;<br/>           (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p> |
| 3. Eligibility                               | <p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>  |

4. Conflict of Interests	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> <li>a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> <li>a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
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## B. PREPARATION OF PROPOSALS

5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
7. Language	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>
8. Documents	<p>8.1 The Proposal shall comprise of the following documents:</p>

Comprising the Proposal	<ul style="list-style-type: none"> <li>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</li> <li>b) Technical Proposal;</li> <li>c) Financial Proposal;</li> <li>d) Proposal Security, if required by BDS;</li> <li>e) Any attachments and/or appendices to the Proposal.</li> </ul>
9. Documents Establishing the Eligibility and Qualifications of the Bidder	9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
11. Financial Proposals	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
12. Proposal Security	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> <li>b) In the event that the successful Bidder fails:</li> </ul>

- i. to sign the Contract after UNDP has issued an award; or
- 12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.
- 13. Currencies
  - 13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:
    - a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and
    - b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.
- 14. Joint Venture, Consortium or Association
  - 14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.
  - 14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.
  - 14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.
  - 14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.
  - 14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:
    - a) Those that were undertaken together by the JV, Consortium or Association; and
    - b) Those that were undertaken by the individual entities of the JV, Consortium or Association.
  - 14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.
  - 14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.



15. Only One Proposal	15.1	The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.
	15.2	Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following: <ul style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;</li> <li>e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or</li> <li>f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</li> </ul>
16. Proposal Validity Period	16.1	Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.
	16.2	During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.
17. Extension of Proposal Validity Period	17.1	In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.
	17.2	If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.
	17.3	The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.
18. Clarification of Proposal	18.1	Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.
	18.2	UNDP will provide the responses to clarifications through the method specified in the BDS.
	18.3	UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.
19. Amendment of Proposals	19.1	At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.

	19.2	If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
20. Alternative Proposals	20.1	Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.
	20.2	If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"
21. Pre-Bid Conference	21.1	When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.

#### C. SUBMISSION AND OPENING OF PROPOSALS

22. Submission	22.1	The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.
	22.2	The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.
	22.3	Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.
Hard copy (manual) submission	22.4	Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows: <ul style="list-style-type: none"> <li>a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS</li> </ul> </li> </ul>

	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p>
<b>Email Submission</b>	<p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS.</li> <li>c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</li> </ul>
<b>eTendering submission</b>	<p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</li> <li>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</li> <li>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</li> <li>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</a></li> </ul>
<b>23. Deadline for Submission of Proposals and Late Proposals</b>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<b>24. Withdrawal, Substitution, and Modification of Proposals</b>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of</p>



	<p>Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25.Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
<b>D. EVALUATION OF PROPOSALS</b>	
26.Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27.Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> <li>Preliminary Examination</li> <li>Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>Evaluation of Technical Proposals</li> <li>Evaluation of Financial Proposals</li> </ol>
28.Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29.Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> <li>They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list;</li> <li>They have a good financial standing and have access to adequate financial</li> </ol>



resources to perform the contract and all existing commercial commitments,

- c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;
- d) They are able to comply fully with UNDP General Terms and Conditions of Contract;
- e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and
- f) They have a record of timely and satisfactory performance with their clients.

### 30. Evaluation of Technical and Financial Proposals

- 30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.
- 30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.
- 30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.
- 30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

#### Rating the Technical Proposal (TP):

**TP Rating** = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100

#### Rating the Financial Proposal (FP):

**FP Rating** = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100

#### Total Combined Score:

**Combined Score** = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)

### 31. Due Diligence

- 31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the

following:

- a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;
- b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;
- c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;
- d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;
- e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;
- f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.

32. Clarification of Proposals	32.1	To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.
	32.2	UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.
	32.3	Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.
33. Responsiveness of Proposal	33.1	UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.
	33.2	If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.
34. Nonconformities, Repairable Errors and Omissions	34.1	Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.
	34.2	UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.
	34.3	For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows: <ul style="list-style-type: none"><li>a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;</li><li>b) if there is an error in a total corresponding to the addition or subtraction</li></ul>

of subtotals, the subtotals shall prevail and the total shall be corrected; and

- c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.

34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.

#### E. AWARD OF CONTRACT

35. Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
41. Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42. Bank Guarantee for Advanced Payment	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at

[https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Contract%20Management%20Payment%20and%20Taxes\\_Advanced%20Payment%20Guarantee%20Form.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default)

<b>43. Liquidated Damages</b>	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
<b>44. Payment Provisions</b>	44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
<b>45. Vendor Protest</b>	45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a>
<b>46. Other Provisions</b>	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a></p>



### Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will be Conducted Time: 11:00 AM Kuwait time (+3GMC) Date : October 28, 2018 11:00 AM Venue : Un House Mishref, Diplomatic Square, Block 7a The UNDP focal point for the arrangement is: Chinara Israilova, Procurement Specialist Telephone: +965 2530-8000 E-mail: <a href="mailto:procurement.kw@undp.org">procurement.kw@undp.org</a>
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Required in the amount of USD 15,000.00 (Fifteen Thousand)
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Required in 10 (ten) % of the contract amount

10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	4 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Procurement Unit E-mail address: <a href="mailto:procurement.kw@undp.org">procurement.kw@undp.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and posting on etendering system / UNDP websites
14	23	Deadline for Submission	18 November, 2018, at 8:00 AM EDT (NY Time) For eTendering submission - as indicated in eTendering system. Note that system time zone is in EST/EDT (New York) time zone.
14	22	Allowable Manner of Submitting Proposals	Submission eTendering
15	22	Proposal Submission Address	<a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>
16	22	Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> <li>Format: PDF files only</li> <li>File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>All files must be free of viruses and not corrupted.</li> <li>Password for financial proposal must not be provided to UNDP until requested by UNDP</li> <li>Documents which are required in original (e.g. Bid Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission: <a href="mailto:Procurement.kw@undp.org">Procurement.kw@undp.org</a></li> <li>Max. File Size per transmission: 5MB</li> <li>Mandatory subject of email: <b>"RFP/UNDP/KW/2018/09_PMO"</b></li> </ul>

Please note that You MUST NOT put any price for RFP cases. Your technical and financial proposals must be uploaded in two separate PDF files and financial proposal should be password protected. Please ensure password is kept safe and you can recover (and remember) the passwords when UNDP requests you to submit the passwords. Do not provide the Financial proposal encryption password unless UNDP asks you to do by an email from this email address.

Enter Comments
Find | View All
First
1 of 1
Last

Comments:

PLEASE DO NOT PUT THE PRICE OF YOUR PROPOSAL IN THIS LINE. INSTEAD PUT 1 USD.  
DETAILED FINANCIAL PROPOSAL MUST BE PROVIDED SEPARATELY AS AN PASSWORD PROTECTED FILE AS INSTRUCTED.

☒ Send To Bidder
☐ Include On Award
[Fetch Item Specs](#)
[Standard Comments](#)

Add Attachment

OK
Cancel
Refresh

DO NOT DISCLOSE YOUR PRICE IN THE LINE ITEMS. YOU MUST PUT PRICE AS "1" IN THE SYSTEM AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED ABOVE.

17	25	Date, time and venue for the opening of bid	Date and Time: N/A As part of e-Tendering submission, bidders will receive an automatic notification once their Bids are opened.
18	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively  The minimum technical score required to pass is 70%.
19		Expected date for commencement of Contract	<i>December 11, 2018</i>
20		Maximum expected duration of contract	38 weeks from the commencement date
21	35	UNDP will award the contract to:	One Proposer Only
22	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP  <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>

23	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Contracts <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
24		Other Information Related to the RFP	<i>n/a</i>



## Section 4. Evaluation Criteria

### Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney (if necessary)
- Minimum documents provided
- Bid Security
- Technical and Financial Proposals submitted separately
- Financial Proposal encrypted with password
- Bid Validity

### Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3.	Form A: Technical Proposal Submission Form
<b>Conflict of Interest</b>	No conflicts of interest in accordance with RFP clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form

<sup>1</sup> Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

<b>Previous experience</b>	10 years of experience in providing strategic planning and project management consultancy services to public administration, including the development of Country Strategic Plans	Form D: Qualification Form
	ISO certificate in (Quality management and quality assurance), or (Project, programme and portfolio management)	Form D: Qualification Form
	Experience in developing at least 2 "National or Sub-National Strategies for economic and/or social development, or National Development Plans/Strategies"	Form D: Qualification Form
<b>Financial Standing</b>	Average annual turnover of <b>USD 2 mln</b> for the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Financial ratio minimum 1.0	Form D: Qualification Form

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	250
2.	Proposed Methodology, Approach and Implementation Plan	450
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	<p>Reputation of Organization Reliability / Industry Standing</p> <p>a) Does the firm have ISO in (Quality management and quality assurance), or (Project, programme and portfolio management) /relevant industry accreditation and awards/financial credit ratings: all documents provided (10 points), 2/3 documents provided (7points), 1/3 (3points)</p> <p>b) References of satisfactory performance of similar services offered to past clients: provision of 3 satisfactory performance from past similar clients - (up to 10 points); 2 (up to 7 points) less than 2 (up to 3 points)</p>	Maximum obtainable points 20
1.2	<p>Relevance of specialized knowledge and experience on similar engagements done:</p> <p>a) Experience in developing "National or Sub-National Strategies for economic and/or social development, or National Development Plans" – maximum 45 points.</p> <p>c) Previous experience in design and implementation of projects for public sector development, preferably utilizing PRINCE2 or PMI's (PMP) methodology (maximum 30 points)</p> <p>b) 10 years of experience in providing strategic planning and project management consultancy services to public administration – maximum 20 points, 1 point for each additional year, but not more than 5 points (total obtainable 25 points)</p> <p>c) Experience in facilitating the development of strategic documents through dynamic multi stakeholder approach (maximum 30 points)</p> <p>d) Familiarity and experience in working with MDGS and/or SDGs (maximum 20 points)</p> <p>e) Experience of engagement with private sector and civil society (maximum 10 points).</p> <p>f) Experience on similar engagements in MENA region, preferably GCC. 5 points for MENA region, 5 points for GCC.</p> <p>g) Experience in providing training service to public servants in areas of: Strategic Planning, and Project Design, Monitoring and Evaluation – maximum 20 points</p>	Maximum obtainable points 190



1.3	General Organizational Capability which is likely to affect implementation	Maximum obtainable points 40
	<ul style="list-style-type: none"> <li>- Presence in the region (maximum 10 points);</li> <li>- Extent to which any work would be subcontracted (30% or less -10 points, more than 30% - 4 - 0 points)</li> <li>- Project financing capacity (maximum 10 points);</li> <li>- Project management controls (maximum 10 points).</li> </ul>	

**Total Section 1**

**250**

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	<p>Understanding of the requirement: Have the proposer included sufficient details for addressing all technical aspects of the assignment phases (design and implementation, strategic management and project management)?</p> <p>Detailed and consistent (56- 80 points)</p> <p>Partially – some mention but with no detailed understanding (30-55 points)</p> <p>Not provided or poor– no mention or relevance to the country context less than 30 points</p>	Maximum points obtainable 80
2.2	<p>Does the proposed methodology is aligned with the PRINCE 2 / PMP methodology and approach?</p> <p>Detailed and consistent – the methodology covered rational steps of the project management methodology and processes, strategic management methodology and approach aligned with PRINCE 2 / PMP (28- 40 points);</p> <p>Partially – the methodology includes the basic understanding of PRINCE 2 / PMP but without clarification or clear approach (15- 28 points)</p> <p>No – the methodology is not correct or poor and is not aligned with PRINCE 2 / PMP less than 15 points</p>	Maximum points obtainable 40
2.3	<p>Details on how the different service elements shall be organized, controlled and delivered (Project Management and Strategic Planning elements).</p> <p>Detailed and consistent – the proposal provides detailed description of project management and planning elements ( 28 - 40 points)</p> <p>Partially – the proposal includes basic description and reference of elements (13 - 27 points)</p> <p>No – the proposal is missing strategic planning and project management elements less than 12 points</p>	Maximum points obtainable 40
2.4	Is the risk mitigation, quality assurance and communication plans are submitted?	Maximum points



	Detailed and consistent – all plans were submitted with detailed information (up to 56- 80 points)	obtainable 80
	Partially – all plans were submitted or some of them but without detailed information (30-55 points)	
	No or poor risk mitigation, quality assurance and communication plans less than 30 points	
2.5	To what extent the proposal outline ability to plan, integrate and effectively implement sustainability measures in the execution of the contract? (Building National Capacities and transfer of knowledge to national team)?	Maximum points obtainable 50
	Detailed and consistent – training plan was submitted with detailed information (35- 50 points)	
	Partially – training plan submitted but without detailed information (20-34 points)	
	No – no or poor training plan was submitted, less than 20 points	
2.6	Does the proposal include clear scope for the assignment implementation according to the RFP including the following:	Maximum points obtainable 140
2.6.1	Does the proposal cover SWOT/TOWS analysis, and stakeholders analysis for each KNDP Pillar (7 pillars) and "Problem/solution Tree Analysis" across the 7 KNDP pillars	
	Detailed and consistent (42- 60 points)	
	Partially – some mention but with no detailed understanding (24-41 points)	
	Not provided or poor– no mention or relevance to the country context less than 21 points	
2.6.2	Understanding of the complexity of the implementation phase and communication plan on key milestones	
	Detailed and consistent (14- 20 points)	
	Partially – some mention but with no detailed understanding (9-13 points)	
	Not provided or poorly presented – less than 9 points	
2.6.3	Is the proposal aligned with the Global Sustainable Development Agenda and the 17 Sustainable Development Goals (SDGs) and associated targets	
	Detailed and consistent – the proposal is aligned with the SDGs with clear definitions and concepts to be used (42- 60 points);	
	Partially – the proposal includes the basic understanding of the SDGs but without clarification or clear definitions (34- 41 points)	
	No – the proposal is not correct or poor and is not aligned with SDGs less than 21 points	

2.7	Is the presentation clear and are the sequence of activities and the planning logical, realistic and promise efficient implementation of the project? Detailed and consistent (14- 20 points)  Partially – some mention but with no detailed understanding (9-13 points)  Not provided or poorly presented – less than 9 points	Maximum points obtainable 20
<b>Total Section 2</b>		<b>450</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.1	Qualifications of key personnel proposed		
3.1 a	Senior Project Manager		70
	-Degree in Economics, Public Administration, Public Policy, Strategic Planning, Business administration or any related field Master degree – 7-8 points PhD degree – 9-10 points	10	
	- Previous experience in participating/managing projects to develop National or Sub-National Strategies for economic and/or social development, or National Development Plans Experience in multiple projects – maximum 20 points (10 points for each relevant project maximum 20 points)	20	
	- Professional work experience in managing projects with the public sector or non-for-profit organisations 10 and above years of experience – 9-10 points 8-9 years – 6-8 points 5-7 years – 3-5 points 1-4 years – 1-2 points	10	
	- Experience in developing theory of change, designing and implement economic and social development programmes and projects, including the formulation and management of monitoring & evaluation, and risk management plans Experience in multiple projects – maximum 20 points (10 points for each relevant project maximum 20 points)	20	
	- Relevant certifications: Practitioner "Project management" certification – 4 points P3M or/and MSP certifications – up to 2 points	6	
	- Knowledge of Kuwait, the GCC and the Arab Region– up to 2 points; - Knowledge of Arabic – up to 2 points	4	
3.1 b	Strategic Management Consultant		74
	- Degree in Strategic Planning, Public Policy or any related field Master degree – 7-8 points PhD degree – 9-10 points	10	

	- Professional work experience in managing projects with the public sector or non-for-profit organisations	10	
	10 and above years of experience – 9-10 points		
	8-9 years – 6-8 points		
	5-7 years – 3-5 points		
	1-4 years – 1-2 points		
	- Previous experience in participating/managing projects to develop National or Sub-National Strategies for economic and/or social development, or National Development Plans	20	
	Experience in multiple projects – maximum 20 points (10 points for each relevant project maximum 20 points)		
	- Experience in developing theory of change, designing and implement economic and social development programmes and projects, including the formulation and management of monitoring & evaluation, and risk management plans	30	
	Experience in multiple projects – maximum 30 points (10 points for each relevant project maximum 30 points)		
	- Knowledge of Kuwait, the GCC and the Arab Region– up to 2 points;	4	
	- Knowledge of Arabic – up to 2 points		
3.1 c	Project Coordinator		45
	- Degree in business administration, public administration, economics, or any related field	10	
	Bachelor degree – 7-8 points		
	Master degree – 9-10 points		
	- Relevant certifications:	5	
	Practitioner “Project management” certification – 5 points		
	- Professional work experience in project management, preferably in development of country economic or social development plans or strategy formulation.	10	
	5 and above years of experience – 9-10 points		
	3-4 years – 6-8 points		
	1-2 years – 3-5 points		
	0-1 year – 0 points		
	- Working experience with government officials in working in multicultural environment - maximum up to 5 points	5	
	- Extensive knowledge of Kuwait, the GCC and the Arab Region is an asset – up to 5 points	5	
	- Advanced English – maximum up to 3 points	10	
	- Fluency in Arabic – maximum up to 7 points		
3.1 d	Project Associate		30
	- Degree in business administration, public administration, economics, or any related field	10	
	Bachelor degree – 7-8 points		
	Master degree – 9-10 points		

	- Professional work experience in project management and/or administrative experience preferably in strategy formulation, or economic development plans on local or national levels	5	
	3 and above years of experience – 3-5 points		
	1-2 years – 1-2 points		
	- Advanced English – maximum up to 3 points	10	
	- Fluency in Arabic – maximum up to 7 points		
	- Workign experience in Kuwait – up to 5 points	5	
3.1 e	Training consultant (1)		30
	- Degree in Economics, Public Administration, Business Administration or any related field	5	
	Master degree – 3 points		
	PhD degree – 2 points		
	- 8 years of experience working with government institutions, ministries, or international organizations	10	
	8 and above years of experience – 9-10 points		
	6-7 years – 6-8 points		
	4-5 years – 3-5 points		
	1-3 years – 1-2 points		
	- 5 years of professional experience in providing corporate training, particularly in the areas of Strategic Planning and Project (Design, Monitoring and Evaluation) for government staff and/or senior public servants	5	
	5 and above years of experience – 4-5 points		
	1-4 years – 1-3 points		
	- Experience in conducting training programs to public officials in the MENA region – maximum 5 points	5	
	- Arabic language fluency is must – maximum 5 points	5	
3.1 f	Training consultant (2)		30
	- Degree in Economics, Public Administration, Business Administration or any related field	5	
	Master degree – 3 points		
	PhD degree – 2 points		
	- 8 years of experience working with government institutions, ministries, or international organizations	10	
	8 and above years of experience – 9-10 points		
	6-7 years – 6-8 points		
	4-5 years – 3-5 points		
	1-3 years – 1-2 points		



	- 5 years of professional experience in providing corporate training, particularly in the areas of Strategic Planning and Project (Design, Monitoring and Evaluation) for government staff and/or senior public servants	5	
	5 and above years of experience – 4-5 points		
	1-4 years – 1-3 points		
	- Experience in conducting training programs to public officials in the MENA region – maximum 5 points	5	
	- Arabic language fluency is must – maximum 5 points	5	
3.1 g	Interpreter		21
	- Degree in English language and literature or any related field	4	
	Bachelor degree – 1-2 points		
	Master degree – 3-4 points		
	- Relevant experience with a proven record in providing interpretation services from English to Arabic and vice versa	10	
	8 and above years of experience – 9-10 points		
	6-7 years – 6-8 points		
	4-5 years – 3-5 points		
	1-3 years – 1-2 points		
	- Experience in providing translation services for trainings, official meetings for government entities/ministries and / or international organizations	7	
	6 and above years of experience – 6-7 points		
	4 - 5 years – 4-5 points		
	1-3 years – 1-3 points		
Total Section 3			300

## Section 5. Terms of Reference

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### For provision of Project Management and Strategic Planning Technical Support services to GSSCPD for The Formulation of Kuwait National Development Plan Process

#### Project description and background information

UNDP and the State of Kuwait, represented by the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), strive to enhance institutional capacities of a number of government agencies by providing them with the necessary technical support to strengthen their capacities and skills to perform their expected duties.

The Supreme Council for Planning and Development (SCPD) in Kuwait is an inter-sectorial institution responsible for conceptualizing and proposing policies and national development plans to the Council of Ministers. SCPD is also responsible for proposing new laws, systems, and/or procedures to support achieving Kuwait Vision 2035 and the associated development plans.

GSSCPD is responsible for developing, elaborating, coordinating and overseeing the implementation of Kuwait National Development Plans (KNDPs), which addresses the challenges of economic development, human and social development over a period of 5 years. GSSCPD undertakes the formulation process of KNDP proposals in line with "Kuwait Vision 2035" while coordinating inputs and proposals from Ministries, Public Institutions, and other stakeholders. Once the proposal is finalised, GSSCPD presents it for discussion at the Supreme Council for Planning and Development (SCPD) to be submitted for approval by the Council of Ministers. The Council of Ministers presents the proposal for review to the Kuwait National Assembly, which approves and endorses KNDP through a Law. KNDP role is to consolidate all views regarding Kuwait's future towards achieving "Kuwait Vision 2035." KNDP aims to guide national stakeholders to follow the strategic direction for the achievement of Kuwait vision 2035 during the 5-year period.

Within this context, and under the framework of the Institutional Capacity Development for Implementation of the Kuwait National Development Plan (ICDDI/KNDP) project, UNDP supports the implementation of the Kuwait National Development Plan (**KNDP2015-2020**) through mobilising technical assistance for implementing a set of capacity development activities, to improve human capacity and organizational effectiveness of the GSSCPD for development planning.

The aim of the project is to support GSSCPD attain the ability to deliver effectively according to its mandate. Among other activities, UNDP has supported GSSCPD in reviewing its organisational structure, establishing and operationalizing four different centres: Kuwait Knowledge Economy Centre, Sustainable Development & Future Forecasting Observatory, National Centre for Development Research & Studies and Kuwait Public Policies Centre. UNDP has been supporting GSSCPD during the establishment and operationalisation phases of the centres with different levels of engagement, with main focus to facilitate the alignment of Sustainable Development Goals with national development planning, implementation, & monitoring, proposing evidence-based policies and development plans, and support the transformation into sustainable knowledge economy.

UNDP also supported GSSCPD in the articulation of Kuwait Vision 2035 into 7 development pillars to align national development planning towards the fulfilment of the vision: Effective Public Administration, Sustainable Diversified Economy, Developed Infrastructure, Sustainable Living Environment, High Quality Health Care, Creative Human Capital, And Kuwait Global Position.

As the current KNDP is coming to an end of March 2020, GSSCPD is requesting to initiate a consultation for the formulation of the National Development Plan (**KNDP**) (**2020-2025**). The process shall require the full mobilization and engagement of all GSSCPD resources to develop a proposal for KNDP 2020-2025 for review and consideration of SCPD and its sub-committees.

Within this context, GSSCPD would like to solicit the support of a consultancy firm for the design and formulation of the KNDP (2020–2025). The consultancy firm is required to establish a Project management Office (**PMO**) dedicated to the management of "KNDP Formulation Support Project" is, and provide project management and strategic planning support to the entire process with the following objectives:

- 1- Ensure smooth facilitation of the KNDP 2020-2025 strategic planning process.
  - 2- Manage the engagement of different stakeholders and committees, and ensure quality of all products, documents, and proposals.
  - 3- Maximise resources' utilization for the strategic planning process.
  - 4- Ensure that knowledge generated by the formulation process is properly captured and managed.
  - 5- Strengthen the integration of contribution from key stakeholders into the strategic planning process.
  - 6- Establish an effective mechanism for facilitation of engagement, and discussions with stakeholders during the strategic planning process.
  - 7- Reinforce building national consensus and ownership with all stakeholders involved in the planning and implementation of development plan, programmes and projects.
- Establish a PMO to manage the strategic planning process of the KNDP formulation.

#### **A. Scope of Services, Expected Outputs and Target Completion**

The overall purpose of this assignment is to lead the design and formulation process of the National Development Plan (KNDP 2020-2025). The management consultancy firm's main scope evolves around designing and supporting the implementation of the strategic planning process for the development of KNDP 2020-2025 through a dedicated project management office PMO. The scope includes:

- Designing a strategic planning process to formulate KNDP 2020-2025 (KNDP Formulation Roadmap).
- Designing project management documents for **KNDP Formulation Support Project** to be implemented via the PMO, utilizing PRINCE2 or PMI's (PMP) project management methodology and principles.
- Providing day-to-day administrative, coordination, and management support for the implementation of the **KNDP Formulation Support Project** activities.
- Establishing a clear mechanism to facilitate the engagement and involvement of the different stakeholders.
- Integrating the findings and feedback from the different stakeholders in the KNDP formulation process.
- Providing technical support to the strategic planning process (KNDP Formulation Roadmap). The scope of work of this engagement is divided into the following stages:

**Inception Phase:** the main purpose of the inception phase is to deploy the management consultancy firm team and design: a) **KNDP Formulation Roadmap (Strategic Planning Roadmap)** for KNDP 2020-2025 b) KNDP Project Formulation management documents that will be maintained and updated throughout the engagement period. The strategic planning roadmap should ensure the following guiding principles :

- Adopt a partnership approach to maximise engagement of different national stakeholders in the process to incorporate their ideas into KNDP formulation, ensuring commitment to collective goals, and well-coordinated implementation of development projects throughout the KNDP implementation.

- Adopt a balanced approach when addressing development needs by considering integration of social, economic, and environmental factors throughout **KNDP Formulation Roadmap**.
- Maintain flexibility by taking full consideration of new developments, ideas and proposals from which the strategic planning process can benefit from throughout KNDP formulation.
- Implement the required scope with a sense of urgency while being agile and responsive to the needs of the beneficiary.

During inception phase, the consultancy firm will be expected to implement the following tasks as a minimum:

- 1- conduct desk review: the desk review shall be carried out for the following documents:
  - Legal documents governing the development planning process in the State of Kuwait.
  - Kuwait Vision 2035 Documents.
  - Previous KNDPs and the level of achievements, challenges, and risks.
  - Available reviews and evaluations, and other reports from previous plans.
  - Annual Development Plans formulation mechanism, and Development Projects Selection Criteria and mechanism.
  - Available policy research papers, reports and studies related to previous plan's pillars, and other relevant socio-economic reports conducted for/by Kuwait.
  - Kuwait National SDG report and SDGs Voluntary National Report.
- 2- Conduct series of meetings with GSSCPD management team, heads of departments, and SCPD members, in addition to selected representatives from other national stakeholders.
- 3- Prepare a draft **KNDP Formulation Roadmap**, outlining the conceptual framework, detailed methodology and implementation plan.<sup>2</sup>
- 4- Prepare a situation analysis for (KNDP Formulation Support Project), including to conduct a SWOT analysis, stakeholders analysis, and legal analysis.<sup>3</sup>
- 5- Design draft Project Management Documents for **(KNDP Formulation Support Project)** in accordance with PRINCE2 or PMI's (PMP) methodology.<sup>4</sup>

The Strategic Planning Roadmap (**KNDP Formulation Roadmap**) should be based on consultative Discussion Group Meetings with GSSCPD and representatives from relevant stakeholders, and include (but not to be limited to) the following:

- Conducting SWOT/TOWS analysis, and stakeholders analysis for each KNDP Pillar (7 pillars) with the support of GSSCPD.
- Conduct "Problem/solution Tree Analysis" to develop the "Theory of change" across the 7 KNDP pillars.
- Examining different scenarios to develop outcomes and outputs contributing under each pillar towards achieving the desired national impact.
- Developing KNDP 2020-2025 targets under relevant outcomes and outputs of KNDP 2020-2025 and Kuwait Vision 2035.
- Ensure alignment of KNDP 2020-2025 with the Global Sustainable Development Agenda and the 17 Sustainable Development Goals (SDGs) and associated targets, ensuring that KNDP2020-2025 is characterized by the core principles of competitiveness, and sustainability.
- Delivering insights and recommendations based on both the analysis and best international practices.
- Develop Monitoring and Evaluation mechanism and tools for KNDP 2020-2025, Annual Plans, programmes and projects, in order to facilitate the process of evaluating performance and progress of its implementation.

<sup>2</sup> See below minimum requirements for the strategic planning roadmap (KNDP Formulation Roadmap).

<sup>3</sup> This is different than the SWOT/TOWS Exercise required as a part of the KNDP Strategic Planning process for each of the 7 KNDP pillar.

<sup>4</sup> See below description of the set of required documents.



- Develop a (**Methodology and Detailed Guidelines**) for formulating Annual Development Plans.
- Development of a revised **Selection Criteria and Mechanism** for the development projects to be proposed during the annual development planning cycle by national stakeholders to ensure alignment with KNDP outcomes/outputs for the use of GSSCPD.
- Develop a (**Methodology and Detailed Guidelines**) for designing development projects in line with KNDP 2020-2025 and Annual Development Plans for the use of national stakeholders from public sector.

At the end of the inception phase, the consultancy firm is expected to present a comprehensive **Inception Phase Report**, that includes description of findings from desk review and the series of meetings undertaken vis-à-vis the requirements of the Strategic Planning Roadmap (**KNDP Formulation Roadmap**), in addition to the following:

- 1- Final **KNDP 2020-2025 Formulation Roadmap**.
- 2- Project management documents for **KNDP Formulation Support Project** that includes but not limited to:
  - a) KNDP Formulation Support Project Situation Analysis.
  - b) Detailed Business Case and Benefits Review Plan: it is derived from the project brief or/and inception report and it should be maintained throughout the life of the project to ensure project viability.
  - c) Project Workplan: write the project product description, create the product breakdown structure, write the product description, and create the product flow diagram, including roles and responsibilities of all parties involved in the project.
  - d) Risk management Strategy: to describe the specific risk management techniques and standards to be applied and the responsibilities for achieving an effective risk management procedure, this will include Risk Register and set up the projects controls
  - e) Configuration Management Strategy: to identify who, and by whom, the projects products will be controlled and protected, including **Configuration Item Record & Issue Register**.
  - f) Quality Management Strategy: to define the quality techniques and standards to be applied and the various responsibilities for achieving the required quality levels, including **Quality register**.
  - g) Communication Management Strategy: contains a description of means and frequency of communication to parties both internal and external to the project.

In addition to the above documents, a presentation should be prepared and presented to UNDP and GSSCPD during an "Inception Phase Review Meeting" to outline outcomes of the Inception Phase. Templates of all documents, should be included as a part of the bidder's technical proposal (approach and methodology), with detailed explanation on different sections of every proposed template. The consultancy firm team is expected to collect comments and input from GSSCPD and UNDP on the presented documents and incorporate them to prepare a final draft to be presented for approval. The inception phase duration should not exceed six weeks from start date of the assignment.

**Implementation Phase:** Once the project management documents have been approved, the Consultancy firm team/PMO team shall commence work on the implementation of activities in cooperation with GSSCPD for the first eight months of the engagement. The PMO team will be responsible to execute the following tasks:

- Collaborating with different GSSCPD departments through nominated focal points to coordinate the implementation of project activities on daily basis.
- Tracking of KNDP Formulation Support Project progress and prepare project management reports.
- Managing the communication flow with all stakeholders and crafting key messages that needs to be communicated (as per the communication management strategy).

- Managing **KNDP Formulation Support Project** resources, activities, and inputs as per the project management plan, outlining the resources needed and the interaction between resources.
- Managing Issues and risks as per the project management documents prepared in the inception phase and maintaining them throughout the process.
- Managing the quality of **KNDP Formulation Support Project** deliverables (as per the quality management strategy).
- Providing technical guidance and support to the Implementation of **KNDP Formulation Roadmap** with regard to strategic planning aspects.
- Facilitating meetings for GSSCPD and other stakeholders, including: preparing presentations, proposing meeting agendas, and preparing minutes of meetings.
- Collecting information and input from all stakeholders including: compilation of output of policy papers and analysis of compiled outputs into the KNDP 2020-2025 Plan Document.
- Supporting drafting Terms of References needed throughout the process in coordination with UNDP focal point.
- Coordinating all efforts to ensure the achievement of the overall objectives of KNDP Formulation Support project implementation plan.
- Maintaining and updating all logs and registers created in the inception phase (issue register, business case, risk register, quality register, configuration item record, and lessons log).
- Design curriculum and organise at (least-one) training workshop for at least 25 staff from GSSCPD on the use of the new methodology and guidelines for formulating **Annual Development Plans**.
- Design curriculum and organise at (least-one) training workshop for at least 25 staff from GSSCPD on the use of the revised **Selection Criteria and Mechanism** for the development projects.
- Design curriculum and organise at (least-one) one training workshop for (at-least) 50 representatives from public sector on the use of the new methodology and guidelines for the design of Development Projects.

During the implementation phase, the management consultancy firm is expected to prepare highlight reports on monthly basis, issue reports when an issue arise.

Upon completion of the PMO activities, and finalising the final draft of KNDP 2020-2025, the PMO team will be responsible for conducting a final review meeting to present project accomplishments, challenges faced throughout implementation, and identify lessons learned. PMO team will be responsible for preparing the following reports for the assignment closure:

- a) Lessons Learned Report.
- b) KNDP Formulation Support project end report.
- c) Follow-on actions.

## **B. Institutional Arrangements**

1. The Consultancy Firm shall report to the UNDP focal point and to the Secretary General of the GSSCPD and shall closely coordinate and work with relevant GSSCPD departments including "International Cooperation Department" and UNDP project/programme management team.
2. The Consultancy firm shall ensure coordination with GSSCPD Departments and UNDP focal points and collaborate with Individual Consultants impeded with GSSCPD departments in all technical aspects.
3. The consultancy firm team is expected to regularly hold informal (weekly) and formal progress reviews (monthly) with the GSSCPD and UNDP to build consensus on the approach and expected deliverables, the possible synergies, the activities to be implemented.
4. Preparation and timely submission of correct invoices and reports is a personal responsibility of the authorized personnel the consultancy firm.
5. All reports and deliverables are subject to approval of authorized persons of GSSCPD and UNDP.
6. The Consultancy Firm should propose project teams ensuring they meet indicated qualification requirements.
7. The payment certification will be based on the submitted approved deliverables with required documentation (if any) and upon submission of final invoice.

8. Failure in the implementation of the activities in full, according to the Terms of Reference shall be the reason for the termination of the contract.
9. All final deliverables need to be submitted in English and Arabic, working documents can be submitted in English.
10. The Consultancy Firm should provide interpretation/translation services whenever needed for all meetings, presentations, and workshops.

#### **Duration of the Work**

The consultancy firm is expected to finalize the delivery of the scope of works during the period of 38 weeks:

- 7 weeks for the Inception Phase, including one week for review and final approval on the inception phase documents.
- 31 weeks for the Implementation Phase including one week for review and final approval on the final deliverables.

The consultancy firm's project team is expected to be in Kuwait during the entire project period. Implementation of the scope of work is expected to commence in December 2018.

#### **F. Location of Work**

As indicated above, the project team will be required to be based in Kuwait for entire assignment duration working with GSSCPD to develop the KNDP 2020-2025, workstations, access to printers, internet will be provided within GSSCPD premises

#### **G. Qualifications of the Successful Service Provider**

Service provider should confirm its capacity to manage and deliver the work in the time period specified and to the standards detailed in this Terms of Reference.

Background information of the Project Team who will be involved in designing and implementation of the KNDP 2020-2025 project to be part of the proposal.

##### Minimum Qualification for the Consultancy Firm:

- 10 years of experience in providing strategic planning and project management consultancy services to public administration, including the development of Country Strategic Plans.
- At least 2 certifications from previous clients as a proof satisfactory delivery providing services in above areas of expertise.
- Experience in developing at least 2 "National or Sub-National Strategies for economic and/or social development, or National Development Plans/Strategies".
- To have ISO certificate in (Quality management and quality assurance), or (Project, programme and portfolio management).
- Relevant industry accreditation and awards, in addition to strength of financial credit rating shall be considered in the profile evaluation.
- Experience in design and implementation of projects for public sector development, preferably utilizing PRINCE2 or PMI's (PMP) methodology.
- Familiarity and experience in working with Millennium Development Goals (MDGs) and/or Sustainable Development Goals (SDGs).
- Experience on similar assignments in the MENA region, preferably GCC.
- Experience of engagement with the private sector and civil society.
- Office Presence in the country or region.
- Financial ratio not less than 1.0.
- Ability to provide the service with minimum subcontracting.
- Experience in facilitating the development of strategic documents through dynamic multi stakeholder approach

### Team requirements

The design and implementation of KNDP 2020-2025 project is expected to be delivered by a highly professional team meeting minimum qualifications as per below:

#### **Core Team:**

##### **1- Project Manager:**

- Minimum Master's degree in Economics, Public Administration, Public Policy, Strategic Planning, Business administration or any related field;
- 10 years of professional work experience in managing projects within the public sector.
- Previous experience in participating/managing projects to develop National or Sub-National Strategies for economic and/or social development, or National Development Plans.
- Experience in developing theory of change, designing and implement economic and social development programmes and projects, including the formulation and management of monitoring & evaluation, and risk management plans.
- Proven ability and experience to network and work with government officials; and experience working in multicultural environment.
- To have at least 1 practitioner Project Management certification
- P3M or/and MSP certifications is preferable.
- Excellent oral and written communication skills, including conceptualizing, analysis and drafting reports.
- Spoken English is a must, Knowledge of Arabic language is an advantage.
- Experience working in Kuwait, the GCC or the Arab Region is an asset;

##### **2- Strategic Management Consultant (Strategic Planning Task lead):**

- Minimum Master's degree in Strategic Planning, Public Policy or any related field, PhD is preferable.
- 10 years of professional work experience with the public sector or non-for-profit organisations.
- Previous experience in development of at least 2 national or sub national economic or social development strategies or formulation.
- Experience in developing theory of change, designing economic and social development programmes and projects, and formulating monitoring and evaluation plans.
- Proven ability and experience to network and work with government officials; and experience working in multicultural environment.
- Excellent oral and written communication skills, including conceptualizing, analysis and drafting reports.
- Spoken English is a must, Knowledge of Arabic language is an advantage.
- Experience working in Kuwait, the GCC or the Arab Region is an asset.

#### **Project Support Team:**

##### **3- Project Coordinator:**

- Minimum Bachelor's degree in business administration, public administration, economics, or any related field.
- At least 5 years of professional work experience in project management. Preferably in development of country economic or social development plans or strategy formulation;
- 1 practitioner Project Management certification is required.
- Highly skilled in conceptualizing, analysis and technical writing.
- Excellent communication skills, with strong attention to details.
- Advanced English-language, knowledge of Arabic language is a must.
- Proven ability and experience to network and work with government officials; and experience



working in multicultural environment.

- Experience working in Kuwait, the GCC or the Arab Region is an asset.

4- Project Associate:

- Minimum Bachelor's degree in business administration, public administration, economics, or any related field.
- At least 3 years of professional work experience in project management and/or administrative experience preferably in strategy formulation, or economic development plans on local or national levels.
- Highly skilled in analysis and technical writing.
- Strong communication and organizational skills, with attention to details.
- Advanced English-language, knowledge of Arabic language is a must.
- Experience working in Kuwait is a must

5- **Training Team:** The training workshops are expected to be delivered by two (2) qualified trainers in each workshop, with the following minimum qualifications:

- Minimum Master's degree in Economics, Public Administration, Business Administration or any related field;
- Minimum 8 years of experience working with government institutions, ministries, or international organizations;
- Minimum 5 years of professional experience in providing corporate training, particularly in the areas of Strategic Planning and Project (Design, Monitoring and Evaluation) for government staff and/or senior public servants;
- Experience in conducting training programs to public officials in the MENA region.
- Arabic language fluency is must.

5 – Interpreter Arabic / English and vice versa:

- Bachelor's degree in English language and literature or any related field;
- Relevant experience with a proven record in providing interpretation services from English to Arabic and vice versa;
- Experience in providing translation services for trainings, official meetings for government entities/ministries and / or international organizations.

## **H. Scope of Proposal Price and Schedule of Payments**

The financial proposal must be expressed in a *Lump Sum Amount*, taking the following into consideration:

- i) The lump sum amount must be "all-inclusive"; breakdown to be provided for each deliverable;
- ii) The contract price is fixed regardless of changes in the cost components.

The contract price shall be deliverable based with specific duration of assignment. The financial bid should be all inclusive of all fees and expenses associated with the tasks and outputs; including professional fee, travel expenses, per diem and any other costs associated with the assignment. The financial proposal shall include the cost of delivering the full design and implementation of KNDP:

- Design and curriculum and development of training materials,
- Printing handouts and materials,
- Supplying trainers with their fees. Travel and accommodation to be covered if based outside Kuwait,

- Travel and Accommodation for international experts if any,
- Translation of reports and interpretation costs when needed,
- Visa costs;
- Printing reports.

The financial bid is expected to exclude rent of conference hall, projectors, screens and catering expenses as the GSSCPD will cover these services.

**Expected outputs/ deliverables and payment schedule:**

<b>Deliverables</b>	<b>Due date</b>	<b>Approval</b>	<b>Payment</b>
<b>(1) Inception Phase Deliverables:</b> 1- Inception Phase Report. 2- Final KNDP 2020-2025 Formulation Roadmap. 3- Project management documents for KNDP Formulation Support Project that includes but not limited to:  a) KNDP Formulation Support Project Situation Analysis. b) Detailed Business Case and Benefits Review Plan. c) Project Workplan. d) Risk management Strategy. e) Configuration Management Strategy. f) Quality Management Strategy. g) Communication Management Strategy.  Presentation should be prepared and presented to UNDP and GSSCPD during an "Inception Phase Review Meeting" to outline outcomes of the Inception Phase.	(7 weeks from the start of the contract)	GSSCPD and UNDP	18%
<b>(2) Implementation Phase Deliverables:</b> 1- KNDP Strategic Planning Situation Analysis: SWOT/TOWS analysis, stakeholder's analysis for each KNDP Pillar (7 pillars) with the support of GSSCPD. 2- Theory of change" across the 7 KNDP pillars, and the "Problem/solution Tree Analysis", including Outcomes and outputs.	(17 Weeks form from the start of the contract)	GSSCPD and UNDP	26%
<b>(3) Implementation Phase Deliverables:</b> 1- <b>Initial draft</b> KNDP 2020-2025.	(27 Weeks form from the start of the contract)	GSSCPD and UNDP	27%
<b>(4) Implementation Phase Deliverables:</b> 1- <b>Final draft</b> KNDP 2020-2025 (ready for submission for endorsement).	(30 weeks from the	GSSCPD and UNDP	7%

2- <b>Draft</b> Methodology and Detailed Guidelines for formulating Annual Development Plans. 3- <b>Draft</b> Project design Methodology and for designing development projects by national entities. 4- <b>Draft</b> Monitoring and Evaluation mechanism and tools for KNDP 2020-2025, Annual Plans, programmes and projects. 5- <b>Draft</b> Revised Selection Criteria and Mechanism for the development projects.	start of the contract).		
<b>(5) Implementation Phase Deliverables:</b> 1- <b>Final</b> Methodology and Detailed Guidelines for formulating Annual Development Plans. 2- <b>Final</b> Project design Methodology and for designing development projects by national entities. 3- <b>Final</b> Monitoring and Evaluation mechanism and tools for KNDP 2020-2025, Annual Plans, programmes and projects. 4- <b>Final</b> Revised Selection Criteria and Mechanism for the development projects.	(32 weeks from the start of the contract).	GSSCPD and UNDP	6%
<b>(6) Implementation Phase Deliverables</b> Final Report on the three (3) training workshops.	(36 weeks from the start of the contract).	GSSCPD and UNDP	10%
<b>(7) Implementation Phase Deliverables</b> 1- <b>Final Report</b> summarising assignment activities, challenges, and Follow-on actions, and including: a- Updated Business Case, Issue Register, Risk Register, Quality Register, Configuration item record, and Lessons log. Lessons Learned Report. b- End project report.	(38 weeks from the start of the contract).	GSSCPD and UNDP	6%

#### I. Criteria for Selecting the Best Offer

The award will be done in a Combined Scoring Method - where the qualifications and methodology will be weighted a maximum of 70%, and combined with the price offer which will be weighted a maximum of 30%.

## Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

**This list is not conclusive, nor final, it is provided only for guidance purposes. The Bidder is requested to add any other documents that required under TOR or will support the submission.**

### Technical Proposal Envelope:

#### Have you duly completed all the Returnable Bidding Forms?

- |   |                          |
|---|--------------------------|
| ▪ Form A: Technical Proposal Submission Form  | <input type="checkbox"/> |
| ▪ Form B: Bidder Information Form   | <input type="checkbox"/> |
| ▪ Form C: Joint Venture/Consortium/ Association Information Form  | <input type="checkbox"/> |
| ▪ Form D: Qualification Form  | <input type="checkbox"/> |
| ▪ Form E: Format of Technical Proposal  | <input type="checkbox"/> |
| ▪ Form H: Proposal Security Form  | <input type="checkbox"/> |
| ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured  | <input type="checkbox"/> |
| ▪ Power of Attorney (if applicable)   | <input type="checkbox"/> |
| ▪ Certificate of Incorporation/ Business Registration   | <input type="checkbox"/> |
| ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder | <input type="checkbox"/> |
| ▪ Trade name registration papers, if applicable   | <input type="checkbox"/> |
| ▪ Local Government permit to locate and operate in assignment location, if applicable   | <input type="checkbox"/> |
| ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country  | <input type="checkbox"/> |
| ▪ ISO certification   | <input type="checkbox"/> |
| ▪ Financial credit rating/awards/citations  | <input type="checkbox"/> |
| ▪ References of satisfactory performances of similar services   | <input type="checkbox"/> |
| ▪ Audited financial reports including Balance, Income and Statement, Profit reports for past 3 years  | <input type="checkbox"/> |
| ▪ CVs of the team members   | <input type="checkbox"/> |



Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?

☐

## Financial Proposal Envelope

(Must be submitted as a separate password protected document)

- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form

☐☐

## Form A: Technical Proposal Submission Form

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: RFP/UNDP/KW/2018/09\_PMO

We, the undersigned, offer to provide the services for KHEIS in accordance with your Request for Proposal No. RFP/UNDP/KW/2018/03 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

Signature: \_\_\_\_\_

[Stamp with official stamp of the Bidder]

## Form B: Bidder Information Form

<b>Legal name of Bidder</b>	[Complete]
<b>Legal address</b>	[Complete]
<b>Year of registration</b>	[Complete]
<b>Bidder's Authorized Representative Information</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Are you a UNGM registered vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
<b>Are you a UNDP vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
<b>Countries of operation</b>	[Complete]
<b>No. of full-time employees</b>	[Complete]
<b>Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Contact person UNDP may contact for requests for clarification during Proposal evaluation</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Please attach the following documents:</b>	<ul style="list-style-type: none"> <li>▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured</li> <li>▪ Certificate of Incorporation/ Business Registration</li> <li>▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder</li> <li>▪ Trade name registration papers, if applicable</li> <li>▪ Local Government permit to locate and operate in assignment location, if applicable</li> <li>▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country</li> <li>▪ Power of Attorney (if applicable)</li> </ul>



## Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP/UNDP/KW/2018/09_PMO		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

<b>Name of leading partner</b>  (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture      **OR**      ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

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

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

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



## Form D: Qualification Form

Name of Bidder: [Insert Name of Bidder]

Date:

RFP reference: RFP/UNDP/KW/2018/09\_PMO

If JV/Consortium/Association, to be completed by each partner.

### Historical Contract Non-Performance

- ☐ Contract non-performance did not occur for the last 3 years
- ☐ Contract(s) not performed for the last 3 years

Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

### Litigation History (including pending litigation)

- ☐ No litigation history for the last 3 years
- ☐ Litigation History as indicated below

Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

## Previous Relevant Experience

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

*Bidders may also attach their own Project Data Sheets with more details for assignments above.*

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

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## Financial Standing

### Annual Turnover for the last 3 years

Year USD  
Year USD  
Year USD

### Latest Credit Rating (if any), indicate the source

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- Historic financial statements must be audited by a certified public accountant;
- Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.



## Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP/UNDP/KW/2018/09_PMO		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

### SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.
- 1.6 10 years of experience in providing strategic planning and project management consultancy services to public administration, including the development of Country Strategic Plans.
- 1.7 At least 2 certifications from previous clients as a proof satisfactory delivery providing services in above areas of expertise.
- 1.8 Experience in developing at least 2 "National or Sub-National Strategies for economic and/or social development, or National Development Plans/Strategies".
- 1.9 To have ISO certificate in (Quality management and quality assurance), or (Project, programme and portfolio management).
- 1.10 Relevant industry accreditation and awards, in addition to strength of financial credit rating shall be considered in the profile evaluation.
- 1.11 Experience in design and implementation of projects for public sector development, preferably utilizing PRINCE2 or PMI's (PMP) methodology.
- 1.12 Familiarity and experience in working with Millennium Development Goals (MDGs) and/or Sustainable Development Goals (SDGs).
- 1.13 Experience on similar assignments in the MENA region, preferably GCC.
- 1.14 Experience of engagement with the private sector and civil society.
- 1.15 Experience in facilitating the development of strategic documents through dynamic multi stakeholder approach

### SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.



1. Understanding of the requirement: Have the proposer included sufficient details for addressing all technical aspects of the assignment phases (design and implementation, strategic management and project management)
2. Does the proposed methodology is aligned with the PRINCE 2 / PMP methodology and approach?
3. Details on how the different service elements shall be organized, controlled and delivered (Project Management and Strategic Planning elements)
4. Is the risk mitigation, quality assurance and communication plans are submitted?
5. To what extent the proposal outline ability to plan, integrate and effectively implement sustainability measures in the execution of the contract? (Building National Capacities and transfer of knowledge to national team)?
6. Does the proposal cover SWOT/TOWS analysis, and stakeholders analysis for each KNDP Pillar (7 pillars) and "Problem/solution Tree Analysis" across the 7 KNDP pillars?
7. Understanding of the complexity of the implementation phase and communication plan on key milestones
8. Is the proposal aligned with the Global Sustainable Development Agenda and the 17 Sustainable Development Goals (SDGs) and associated targets?
9. Is the presentation clear and are the sequence of activities and the planning logical, realistic and promise efficient implementation of the project?

## **SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference**

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

## **SECTION 3: Management Structure and Key Personnel**

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

## **Format for CV of Proposed Key Personnel**

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
	<i>[Provide details of professional certifications relevant to the scope of services]</i>

**Professional  
certifications**

- Name of institution: [Insert]
- Date of certification: [Insert]

**Employment Record/  
Experience**

*[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]*

[Insert]

*[Provide names, addresses, phone and email contact information for two (2) references]*

**References**

Reference 1:

[Insert]

Reference 2:

[Insert]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)

## Form F: Financial Proposal Submission Form

Name of Bidder:

[Insert Name of Bidder]

Date:

Select date

RFP reference:

RFP/UNDP/KW/2018/09\_PMO

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. RFP/UNDP/KW/2018/09\_PMO and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	RFP/UNDP/KW/2018/09_PMO		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

**Currency of the proposal:** [Insert Currency]

### Table 1: Summary of Overall Prices

	Amount(s)
<b>Professional Fees</b> (from Table 2)	
<b>Other Costs</b> (from Table 3)	
<b>Total Amount of Financial Proposal</b>	

### Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
In-Country	Project Manager			
	Strategic Management Consultant			
	Project Coordinator			
	Project Associate			
	Trainer (1)			
	Trainer (2)			
	Interpreter			
	...			
Home Based	....			
	....			
	....			



Subtotal Professional Fees:

**Table 3: Breakdown of Other Costs**

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			
Living allowance	Day			
Miscellaneous travel expenses	Trip			
Visa expenses	Per person			
Communication costs	Per person / per month			
Training expenses	Lump Sum			
Printing expenses	Lump sum			
Translation expenses	Lump sum			
Other Costs: (please specify)				
Subtotal Other Costs:				

**Table 4: Breakdown of Price per Deliverable/Activity**

Deliverable/ Activity description	Payment percentage	Due date	Professional Fees	Other Costs	Total
<b>Deliverable 1 <u>Inception Phase Deliverables:</u></b>  1- Inception Phase Report. 2- Final KNDP 2020-2025 Formulation Roadmap. 3- Project management documents for KNDP Formulation Support Project that includes but not limited to:  h) KNDP Formulation Support Project Situation Analysis. i) Detailed Business Case and Benefits Review Plan. j) Project Workplan. k) Risk management Strategy. l) Configuration Management Strategy. m) Quality Management Strategy.	18%	7 weeks from the date of contract signature			

n) Communication  
Management Strategy.

Presentation should be prepared and presented to UNDP and GSSCPD during an "Inception Phase Review Meeting" to outline outcomes of the Inception Phase.

Deliverable 2 **Implementation Phase Deliverables:**

17 weeks from the date of contract signature

- 1- KNDP Strategic Planning Situation Analysis: SWOT/TOWS analysis, stakeholder's analysis for each KNDP Pillar (7 pillars) with the support of GSSCPD. 26%
- 2- Theory of change" across the 7 KNDP pillars, and the "Problem/solution Tree Analysis", including Outcomes and outputs

Deliverable 3 **Implementation Phase Deliverables:**

27%

27 weeks form from the date of contract signature

- 1- **Initial draft** KNDP 2020-2025.

Deliverable 4 **Implementation Phase Deliverables:**

30 weeks form from the date of contract signature

- 1- **Final draft** KNDP 2020-2025 (ready for submission for endorsement). 7%
- 2- **Draft** Methodology and Detailed Guidelines for formulating Annual Development Plans.
- 3- **Draft** Project design Methodology and for designing development projects by national entities.
- 4- **Draft** Monitoring and Evaluation mechanism and tools for KNDP 2020-2025, Annual Plans, programmes and projects.
- 5- **Draft** Revised Selection Criteria and Mechanism for the development projects.

Deliverable 5 **Implementation Phase Deliverables:**

6%

32 weeks form from the date of contract signature

1- <b>Final</b> Methodology and Detailed Guidelines for formulating Annual Development Plans.		
2- <b>Final</b> Project design Methodology and for designing development projects by national entities.		
3- <b>Final</b> Monitoring and Evaluation mechanism and tools for KNDP 2020-2025, Annual Plans, programmes and projects.		
4- <b>Final</b> Revised Selection Criteria and Mechanism for the development projects.		
Deliverable 6 <b><u>Implementation Phase Deliverables</u></b>	10%	36 weeks form from the date of contract signature
Final Report on the three (3) training workshops.		
Deliverable 7 <b><u>Implementation Phase Deliverables</u></b>		38 weeks form from the date of contract signature
1- <b>Final Report</b> summarising assignment activities, challenges, and Follow-on actions, and including:	6%	
a- Updated Business Case, Issue Register, Risk Register, Quality Register, Configuration item record, and Lessons log. Lessons Learned Report.		
b- End project report.		

## Form H: Form of Proposal Security

**Proposal Security must be issued using the official letterhead of the Issuing Bank.  
Except for indicated fields, no changes may be made on this template.**

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To: UNDP

*[Insert contact information as provided in Data Sheet]*

WHEREAS [Name and address of Bidder] (hereinafter called "the Bidder") has submitted a Proposal to UNDP dated [Click here to enter a date](#) to execute Services [Insert Title of Services] (hereinafter called "the Proposal");

AND WHEREAS it has been stipulated by you that the Bidder shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security in the event that the Bidder:

- a) Fails to sign the Contract after UNDP has awarded it;
- b) Withdraws its Proposal after the date of the opening of the Proposals;
- c) Fails to comply with UNDP's variation of requirement, as per RFP instructions; or
- d) Fails to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the contract effective.

AND WHEREAS we have agreed to give the Bidder such this Bank Guarantee:

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

This guarantee shall be valid up to 30 days after the final date of validity of bids.

### **SIGNATURE AND SEAL OF THE GUARANTOR BANK**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

Name of Bank \_\_\_\_\_

Address \_\_\_\_\_

*[Stamp with official stamp of the Bank]*