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REQUEST FOR PROPOSAL

Institutional Capacity Development for the Implementation of the Kuwait National Development Plan (ICDI/ KNDP) Institutional Capacity Development for the Implementation of the Kuwait National Development Plan (ICDI/ KNDP) Institutional Capacity Development for the Implementation of the Kuwait National Development Plan (ICDI/ KNDP) or the Implementation of the Kuwait National Development Plan (ICDI/ KNDP) Institutional Capacity Development for the Implementation of the Kuwait National Development Plan (ICDI/ KNDP) Institutional Capacity Development f

RFP No.: RFP/UNDP/KW/18/16_New Kuwait Campaign

Project: "New Kuwait" Campaign

Country: Kuwait

Issued on: 18 October 2018

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Section 1. Letter of Invitation

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

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
 - Form A: Technical Proposal Submission Form
 - Form B: Bidder Information Form
 - Form C: Joint Venture/Consortium/Association Information Form
 - Form D: Qualification Form
 - Form E: Format of Technical Proposal
 - Form F: Financial Proposal Submission Form
 - 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, 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: Abdulrahman AL Ramadhan
Title: Project Procurement Officer
Date: **18 October 2018**

Approved by:



Name: Khaled Shahwan
Title: Deputy Resident Representative
Date: **18 October 2018**

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	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 https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d
	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.
	1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). 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.
2. Fraud & Corruption, Gifts and Hospitality	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 http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti
	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.
	2.3 In pursuance of this policy, UNDP (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; (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.
	2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf
3. Eligibility	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.
	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.
4. Conflict of Interests	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: 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; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.
	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.
	4.3	Similarly, the Bidders must disclose in their proposal their knowledge of the following: <ul style="list-style-type: none"> 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 b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</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.
B. PREPARATION OF PROPOSALS		
5. General Considerations	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.
	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
6. Cost of Preparation of Proposal	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.
7. Language	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.
8. Documents Comprising the Proposal	8.1	The Proposal shall comprise of the following documents: <ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
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	10.1	The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.
	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.
	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
	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.
11. Financial Proposals	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.
	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.
	11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.
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"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> i. to sign the Contract after UNDP has issued an award; or <p>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.</p>
13. Currencies	<p>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:</p> <ul style="list-style-type: none"> 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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

	<p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> 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. <p>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.</p> <p>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.</p>
15.Only One Proposal	<p>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.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or 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; 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 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.
16.Proposal Validity Period	<p>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.</p> <p>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.</p>
17.Extension of Proposal Validity Period	<p>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.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>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.</p>
18.Clarification of Proposal	<p>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.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>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</p>

	extension is justified and necessary.
19.Amendment of Proposals	<p>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.</p> <p>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.</p>
20.Alternative Proposals	<p>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.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21.Pre-Bid Conference	<p>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.</p>
C. SUBMISSION AND OPENING OF PROPOSALS	
22.Submission	<p>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.</p> <p>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.</p> <p>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.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> 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. 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"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS iii. Bear a warning that states "Not to be opened before the time and date for proposal opening" as specified in the BDS.

<p>Email Submission</p> <p>eTendering submission</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> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 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. 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. <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"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 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. 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. 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: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/
<p>23. Deadline for Submission of Proposals and Late Proposals</p>	<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>
<p>24. Withdrawal, Substitution, and Modification of Proposals</p>	<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 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</p>

	for manual submissions), except if the bid is withdrawn after the bid has been opened
25. Proposal Opening	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.
D. EVALUATION OF PROPOSALS	
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"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28. Preliminary Examination	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.
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"> 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; They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, 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; They are able to comply fully with UNDP General Terms and Conditions of Contract; They do not have a consistent history of court/arbitral award decisions against the Bidder; and They have a record of timely and satisfactory performance with their clients.
30. Evaluation of Technical and Financial Proposals	<p>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.</p> <p>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</p>

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):

$$\text{TP Rating} = (\text{Total Score Obtained by the Offer} / \text{Max. Obtainable Score for TP}) \times 100$$

Rating the Financial Proposal (FP):

$$\text{FP Rating} = (\text{Lowest Priced Offer} / \text{Price of the Offer Being Reviewed}) \times 100$$

Total Combined Score:

$$\text{Combined Score} = (\text{TP Rating}) \times (\text{Weight of TP, e.g. 70\%}) + (\text{FP Rating}) \times (\text{Weight of FP, e.g., 30\%})$$

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 ongoing 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, Reparable Errors and Omissions	<p>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.</p> <p>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.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> 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; b) if there is an error in a total corresponding to the addition or subtraction 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. <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
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 http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
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 https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx

		&action=default 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
43. Liquidated Damages	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.
44. Payment Provisions	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.
45. Vendor Protest	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: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html
46. Other Provisions	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.
	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.
	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 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer

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	<p>Time: 11:00 AM Kuwait time (+3GMC)</p> <p>Date : November 1st, 2018 12:00 PM</p> <p>Venue : Un House</p> <p>Mishref, Diplomatic Square, Block 7a</p> <p>The UNDP focal point for the arrangement is:</p> <p>Abdulrahman Alramadhan, Procurement officer</p> <p>Telephone: +965 2530-8000</p> <p>E-mail: procurement.kw@undp.org</p>
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Not required
10	18	Currency of Proposal	USD
11	31	Deadline for submitting requests for clarifications/ questions	7 days before the submission deadline

12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Abdulrahman Alramadhan Address: Kuwait E-mail address: procurement.kw@undp.org
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 Direct communication to prospective Proposers by email and Posting / on the websites: www.undp.org . www.ungm.org http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html Direct communication to prospective Proposers by email and posting on etendering system Direct communication to prospective Proposers by email and Posting / on the websites: www.undp.org . www.ungm.org
14	23	Deadline for Submission	November 20, 2018 12:00 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 e-tendering
15	22	Proposal Submission Address	https://etendering.partneragencies.org/
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> Format: PDF files only File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. All files must be free of viruses and not corrupted. Password for financial proposal must not be provided to UNDP until requested by UNDP Max. File Size per transmission: 5MB Mandatory subject of email informing on submission: "RFP/UNDP/KW/18/16_New Kuwait Campaign"
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>January 1st, 2019</i>

20		Maximum expected duration of contract	11 months from the contract signing
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 http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
24		Other Information Related to the RFP	N/A

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
- Technical and Financial Proposals submitted separately
- Financial Proposal encrypted with password

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
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	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
Conflict of Interest	No conflicts of interest in accordance with RFP clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	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
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 25 years of relevant experience.	Form D: Qualification Form
	Minimum 10 contracts of similar value, nature and complexity implemented over the last 5 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD 500,000\$ 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

¹ 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.

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of Firm / Organization	250
2.	Proposed Methodology, Approach and Implementation Plan	450
3.	Management Structure and Key Personnel	300
Total		1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	<p>Reputation of Organization Credibility / Reliability / Industry Standing:</p> <ul style="list-style-type: none"> a) 10 years of experience in providing communication, marketing, and/or public relations consultancy services to public administration or private sector: (15 points), 1 point for every additional year: (up to 20 points in total). b) At least 2 certifications from previous clients as a proof of credibility and reliability any of the above areas of expertise: (5 points), 1 point for every additional certification, (up to 10 points in total). c) Relevant industry accreditation and awards: (10 points). 	40
1.2	<p>Relevance of specialized knowledge and experience on similar engagements done:</p> <ul style="list-style-type: none"> a) Experience in developing and implementing at least 2 communication or awareness raising campaigns for a public-sector entity: (25 points), 2 points for every additional certification, (up to 30 points in total). b) Experience in implementing projects to raise awareness on National or Sub-National Strategies for economic and/or social development, or National Development Plans: (35 points). c) Experience in conducting analytical research for communication, PR purposes such as (raising awareness, branding, behaviour change) (30 points). d) Experience in design and implementation of "Social Media" and "Radio Campaigns": (25 points) e) Familiarity and experience in working with MDGS and/or SDGs: (10 points) f) Experience on similar engagements in MENA region, preferably GCC. 5 for MENA Region, 10 points for GCC. 	140
1.3	<p>General Organizational Capability:</p> <ul style="list-style-type: none"> - Financial ratio: more than 1.0 (14-20 points) scored as one additional point for each (0.1) higher ratio after 1.0 – maximum 20 points, less than 1.0 (0 points). - Regional Coverage: (Does the company has presence in the region?) – 10 Points. - Extent to which any work would be subcontracted (30% or less -20 points, More than 30% - 0 pints). - Project financing capacity (maximum 20 points). - Project management controls (Does the company have systems and resources to effectively manage quality, time and cost of projects?) - 20 points. 	70
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, Radio Campaign and New Kuwait ambassadors campaigns, coordination and outreach components)?</p> <p>In detail – maximum 100 points Partially – maximum 20 points No understanding/details – 0 points</p>		80
2.2	<p>Description of the Offeror's approach and methodology for meeting the requirements of the Terms of Reference. (Research methodology, design, and coordination of activities)</p> <p>appropriate – maximum 100 points Partially – maximum 20 points Not meeting the requirements – 0 points</p>		100
2.3	<p>Details on how the different service elements shall be organized, controlled and delivered (research, design and implementation elements).</p> <p>In detail – maximum 100 points Partially – maximum 20 points Not covered – 0 points</p>		100
2.4	<p>Are the different components of the project adequately weighted relative to one another?</p> <p>Adequate balance – maximum 50 points Partially balanced – maximum 20 points Not balanced – 0 points</p>		50
2.5	<p>Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project? Does the proposal include a solid Quality and Risk management plans?</p> <p>In detail – maximum 100 points Partially – maximum 20 points Not clear – 0 points</p>		100
2.6	<p>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).</p> <p>In detail – maximum 20 points Partially – maximum 10 points No covered – 0 points</p>		20
Total Section 2			450

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?		40
3.2	Qualifications of key personnel proposed		
3.2 a	<u>Project Manager:</u>		100
	Minimum Master's degree in Public Relations, Marketing, Project Management, Business Administration or any related field;	10	

	7 years of professional work experience in managing marketing or awareness raising projects. (11 points) For each additional year – 1 point.	15	
	Experience in managing at least 2 projects to raise awareness on National or Sub-National Strategies for economic and/or social development, or National Development Plans. (22 points) for each extra project 2 points.	30	
	Proven ability and experience to network and work with government officials; and experience working in multicultural environment.	10	
	At least 1 practitioner “Project Management” certification	10	
	Communication skills, including conceptualizing, analysis and drafting reports.	10	
	(knowledge of Arabic language)	5	
	Experience working in Kuwait, the GCC or the Arab Region.	10	
3.2 b	<u>Communication and Outreach Consultant:</u>		100
	Minimum Master’s degree in Public Relations, Marketing or any related field. (7 points) PHD in the same field – (additional 3 points)	10	
	10 years of professional work experience with the public sector or non-for-profit organisations. (7 points) For each additional year – 1 point.	10	
	Previous experience in conducting at least 2 researches for social media campaign and/or radio campaign. (15 points) For each additional research, 1 point.	20	
	Previous experience development and implementation of at least 2 Communication, Public Relations, or Awareness Raising plans. 15 points, for each additional plan, 1 point.	20	
	Proven ability and experience to network and work with government officials; and working in multicultural environment.	10	
	Communication skills, including conceptualizing, analysis and drafting reports.	10	
	Advanced level in English language and knowledge of Arabic.	10	
	Experience working in Kuwait, the GCC or the Arab Region	10	
3.2 c	<u>Project Coordinator:</u>		60
	Bachelor’s degree in business administration, public administration, economics, or any related field.	10	
	At least 5 years of professional work experience in project management. (7 points) preferably in development or implementation of communication or awareness raising activities. (3 points)	10	
	Highly skilled in conceptualizing, analysis and technical writing.	5	
	Excellent communication skills, with strong attention to details.	5	
	Advanced level in English language and knowledge of Arabic language are a must.	10	
	Proven ability and experience to network and work with government officials; and experience working in multicultural environment.	10	
	Experience working in Kuwait, the GCC or the Arab Region	10	
Total Section 3			300

Section 5. Terms of Reference

A. Provide Communication Support to The Implementation Of “New Kuwait” Campaign.

B. Project Description:

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 at various government agencies by providing them with necessary technical support to strengthen their capacities and skills to perform their expected duties.

Under the framework of the Institutional Capacity Development for Implementation of the Kuwait National Development Plan (ICDDI/KNDP) project, UNDP and GSSCPD attempt to improve human capacity and organizational effectiveness of the GSSCPD for development planning. The aim is to support GSSCPD attain the ability to deliver effectively according to its mandates.

GSSCPD is responsible for developing, elaborating, coordinating and overseeing 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. KNDP role is to consolidate all views regarding Kuwait’s future towards achieving “Kuwait Vision 2035.”. It aims to guide national stakeholders to follow the strategic direction for the achievement of Kuwait vision 2035 during the 5-year period.

KNDP plays an integral part in the future of development in Kuwait and thus requires active engagement from the necessary stakeholders, when these groups are identified and targeted correctly, this can greatly facilitate the optimal execution of the KNDP enabling better results and prosperous growth in Kuwait.

In 2017, the project provided support to GSSCPD for the design and implementation of a Nation-Wide Branding and awareness raising campaign for KNDP (New Kuwait) through the ICDDI/KNDP project. The campaign included a launching event in January 2017, which was attended by high level guests including: H.H the prime minister, all serving cabinet ministers, and parliament members. The launching event had a massive media coverage. The campaign included many activities including: designing and broadcasting of awareness commercials on KNDP, launching social media awareness outlets, launching a New Kuwait dedicated website, designing New Kuwait Booth and participating in several national exhibitions.

In 2018, the project supported organizing the first New Kuwait Annual Event, marking the first anniversary of launching New Kuwait campaign. The event served as a platform to present achievements of the plan and its strategic projects/initiatives during 2017. The event was organized simultaneously with Kuwait Investment Forum, to shed the light on the importance of partnering with the private sector to mobilize foreign and national investment for the implementation of KNDP. UNDP supported mobilizing wide media coverage for the Investment Forum, including the production of a promotional video on direct investment that is to be broadcasted on (Foreign Direct Investment Website) of “The Financial Times. Several interviews with prominent officials from the Government and CEOs of Leading Private Sector Corporates in Kuwait has been conducted by Blomberg Investment service to cover the event. The media coverage mobilization aimed to promote investment in Kuwait and encourage

involvement by private sector to lead economic development in Kuwait in-line with New Kuwait Vision 2035.

Moreover, the project is supporting GSSCPD to enhance institutional and human capacities to elaborate evidence-based plans and policies in-line with Agenda 2030 for sustainable development and its 17 SDGs. GSSCPD is conducting a comprehensive review of progress at the national level towards achieving SDGs. Within this context, GSSCPD is in the process of preparing the first SDGs Voluntary National Report (VNR). The report aims to facilitate sharing experiences, including successes, challenges, and lessons learned. The process of SDGs VNR formulation will support stakeholder awareness and engagement. Moreover, it is expected to facilitate vertical and horizontal policy coherence, as required by the interconnected and interdependent nature of the 17 SDGs.

Communication and awareness raising for the SDGs should be embedded in effective implementation of Agenda 2030 on the national level. Public awareness is important to increase enthusiasm and support to national development plans. It stimulates self-mobilisation for taking supportive action and mobilise local knowledge and resources to collectively contribute towards strategic directions, and initiatives of the national development plan.

Radio campaigns when planned carefully can be an efficient tool to influence public opinion and raise awareness given its outreach to a wide audience in Kuwait. In addition, social media plays an integral role in today's world, shaping public and social opinions as well as increasing interaction amongst people. With this in mind, the public and private sectors acknowledged the power of social media and began using these tools to promote their services and campaigns. Around 72 percent of Kuwaitis are spending over five hours daily using social media applications and websites according to a survey conducted by Kuwait News Agency's (KUNA) in 2016. New Kuwait Campaign has started its social media platforms in 2016/2017 including pages on Facebook, Twitter, Instagram, and YouTube; however, New Kuwait social media platforms have varied levels of interaction by social media users in Kuwait.

Within this context, and building on a successful implementation of the New Kuwait Campaign, UNDP is seeking to contract a company to provide technical support in the areas of outreach communication, and event management services to support the implementation of the New Kuwait Campaign with the following objectives:

Objectives:

- Expand the campaign outreach on the national level.
- Continue to raise awareness on the progress of Kuwait National Development Plan (KNDP) , its projects implementation, and national impact.
- Raise public awareness on SDGs, and the national efforts to support implementation of Agenda 2030 on the national and international level.
- Support government synergized efforts and coordination across different stakeholders towards the fulfilment of Kuwait Vision 2035.
- Present new initiatives aiming to strengthen KNDP implementation towards achievements of Kuwait vision 2035.
- Promote the involvement from key stakeholders, and the public at large in KNDP implementation.

C. Scope of Services, Expected Outputs and Target Completion

ICDI/KNDP project is aiming to support New Kuwait Campaign diversify its media outlets and maximize its outreach to all segments of the society. Using Radio outlets and social media have been identified at early stages of the campaign as a strategic choice to raise awareness on KNDP

implementation, and its impact on the society. It will also help promote public engagement in KNDP implementation to synergise efforts towards the fulfilment of Kuwait Vision 2035.

The overall purpose of this assignment is to support implementation of New Kuwait Media Campaign. The scope evolves around design and manage, and implement New Kuwait Radio Campaign, design and support the implementation of New Kuwait Ambassadors Campaign and conduct a research to support New Kuwait Campaign to participate in national exhibitions. Given the complex nature of the assignment, it was divided into two stages:

1- Inception stage:

Awareness raising requires strategies of effective communication to reach desired outcomes, such effectiveness cannot be achieved without:

- Deep understanding of the purpose of awareness raising campaign
- Clearly defined objectives that is based on a thorough analysis of target audience, crafting messages, and define how messages will achieve required sustainable impact
- Utilizing efficient and effective methods.

Therefor the company team in this stage is required to conduct a desk review to get acquainted with KNDP pillars, themes, strategic directions and projects, including progress, completion dates, limitations, and challenges, following are the set of documentation to be reviewed:

- Kuwait Vision 2035 Documents.
- Previous KNDPs and the level of achievements, and challenges.
- KNDP documents, programmes and projects objectives.
- Kuwait National SDG report and SDGs Voluntary National Report.
- Materials on the 2030 Agenda for sustainable development and its 17 SDGs and targets.

The company team should also conduct a series of meetings with relevant stakeholders including GSSCPD and UNDP programme. Upon completion, an Inception Report to be submitted to UNDP and GSSCPD by maximum end of **week-2** from the start date of the contract. The inception report should identify in detail how the plan of action and logistical arrangements for developing the required deliverables, and the outline of each deliverables with description of detailed work shall be undertaken, meetings that are required, and materials, reports, or other documentation needed for producing high quality deliverables.

2- Design Stage:

Once the inception report is approved, design stage shall commence, during the design stage the company team will be required to implement the following tasks:

- 1- Conduct Communication/Outreach analytical research to identify:
 - Key messages to be instilled aiming to raise awareness on the KNDP implementation as well as advocate for behavioural change among the public to support the fulfilment of Kuwait Vision towards its strategic directions.
 - Different segments of target audience for New Kuwait Campaign.
 - Radio platforms in Kuwait including (best broadcast timing, radio stations, and shows with peak listenership) for different segments of target audience.
 - Social Media Influencers in Kuwait (Macro and Micro Influencers) and propose criteria for selecting suitable influencers for New Kuwait Ambassadors.
 - Suitable national exhibitions for New Kuwait Campaign, including mapping of all exhibitions organised on regular basis in Kuwait, and suggest criteria for ranking mapped exhibitions in terms of their suitability for New Kuwait Campaign (the criteria to include number of visitors among target audience,

diversity of visitors among different segments of target audience, cost, Etc.), and finally produce a list with all exhibitions ranked in accordance to the approved criteria.

The Communication/Outreach Analytical Research to be submitted by maximum the end of **week-6** from the start date of the contract.

- 2- Liaise with private and public radio stations to introduce the campaign and organise for campaign activities (GSSCPD will facilitate coordination with Ministry of Information for public radio station). The Media Firm should present the detailed budget and cost of each radio station and show. and will be responsible for contracting private radio stations for radio campaign activities.
- 3- Design a plan for a radio campaign covers the period of 34 weeks to show the progress of KNDP implementation, outline its achievements and impact on the public, in addition to raising awareness to advocate for behaviour change among the public to support the implementation of the plan and contribute to the strategic directions of Kuwait Vision 2035. The plan should include:
 - Linking all Radio products (interviews, highlights, segments, and shows) to the identified messages in the communication/outreach analytical research.
 - Identify broadcasting stations and schedule of live interviews, shows, and highlights to be organised.
 - Design and produce the contents of all products (Interviews, spots, segments, highlights, promos, Etc).
 - Design and produce media outreach components including: interview summary, video, poster for each interview (details in the implementation stage section of the ToRs),
 - Training components for at least 5 GSSCPD staff on crafting of messages and preparation of interview questions.

The plan should contain at least:

- 35 Radio interviews, with a duration of at least 45 minutes each.
- 6 Radio promotions for interviews, broadcasted over 2 days prior to each interview, and on the interview day, with at least 15 seconds duration.
- At least 400 Radio promotions highlighting KNDP projects, and their impact on society, with at least 20 seconds duration each.
- At least 2 full shows covering KNDP implementation milestones, such as Annual Development Plan 2019-2020 and the third National Development Plan 2021-2026, with a duration of at least 60 minutes each.
- 3 Radio segments of at least 15 minutes each, covering New Kuwait Event 2019 that will be held in March 2019.
- 24 Radio promotions for New Kuwait Event 2019, broadcasted over 2 days prior to each interview, and on the event day, with at least 15 seconds duration each.
- 8 radio spots of at least 30 seconds duration to instil identified messages.

The plan should include pre-interview guests preparation/couching sessions, and preparing a guidance note for the interview guests for each interview.

4- Design New Kuwait Ambassadors Campaign plan:

New Kuwait Ambassadors are a group of professional and influential Kuwaiti citizens in the society through social media, to be nominated and selected through a transparent and independent mechanism, to be awarded the title of Kuwaiti Ambassador. The award of the title carries a responsibility to contribute to spreading awareness and promoting community participation in fulfilment of New Kuwait Vision 2035

through coverage of important events related to New Kuwait Campaign, KNDP projects related activities, and publish post about them in the social media, additionally to posting videos and messages advocating for behavioral change to contribute to KNDP strategic directions.

The New Kuwait Ambassadors Campaign plan to include (but not limited to) the following :

- Key messages to be instilled by New Kuwait Ambassadors.
- Target Number of Ambassadors, selection criteria and selection process for nominees.
- Conducting training and coaching needs assessment, design and implement a training and coaching plan for selected New Kuwait Ambassadors (NKAs).
- A Set of proposed activities, and events to be implemented by New Kuwait Ambassadors throughout the year of the contract.
- Evaluation criteria and process for New Kuwait Ambassadors.
- Awarding process, planning and performance monitoring through panel reviews, and guidance mechanism, in addition to a mechanism for periodic performance assessment.
- Design and implement a training programme of at least 5 days, for at least 10 GSSCPD staff to carry out the selection and evaluation process for the following years, in addition to hands-on training for staff from GSSCPD.

Draft Radio Campaign and New Kuwait Ambassadors Campaign plans to be submitted by maximum the end of **week-8** from contract starting date, one week to be given for GSSCPD and UNDP to review draft plans and provide comments. The final plans should be submitted by maximum the end of **week-10** from contract starting date.

3- Implementation stage:

Once the final plans for both activities are agreed, the implementation stage shall with support from company team.

a. New Kuwait Radio Campaign:

The company will be responsible for implementing the Radio Campaign plan in coordination with GSSCPD, UNDP and radio stations, ensuring the following:

- 1- Preparing content for interviews, radio promotions, segments, shows, and radio spots; including selection of topics suggesting set of interview questions, designing scripts and produce (segments, promos and radio spots).
- 2- Provision of preparation and coaching sessions for interview guests, 1st session one day prior to each interview, 2nd session right before the interview, and submit a guidance note for the use of interview guests to suggest messaging and focus of guest answers.
- 3- Prepare and distribute a summary of the interview to local media outlets.
- 4- Design a branded poster for each interview that includes photo of the guest, key messages, and information shared. The poster specification should suit Instagram, twitter and other social media outlets.
- 5- Design a video that includes the interview poster associated with short voice clip from the interview for the use of social media outlets (Instagram and Facebook).
- 6- Maintain a copy of all interviews, radio promotions, segments, and shows to be delivered to UNDP project and GSSCPD on regular basis.
- 7- Provide a monthly report highlighting the implemented activities.

Progress Reports on Radio Campaign Activities to be submitted by end of **weeks (14, 18, 22, 26, 30, 34, 38, & 42)**. Evaluation Report of the campaign should be submitted as a part of the final report.

b. New Kuwait Ambassadors Campaign (NKAs):

Upon approving the plan and agreeing on the details, GSSCPD and UNDP will organise a Launching Event. The company will be responsible for implementing New Kuwait Ambassadors Campaign plan in coordination with GSSCPD and selected social media influencers, ensuring the following:

- 1- Collaborate with GSSCPD through to coordinate the implementation of campaign activities on daily basis.
- 2- Providing day-to-day administrative, coordination, and management support for the implementation of the New Kuwait Ambassadors plan.
- 3- Provide administrative and technical support to selection process; including: design of application template, organise announcement, receiving applications, and the review process.
- 4- Support Organise awarding ceremony, in coordination with GSSCPD, by providing event management services.
- 5- Conduct the training needs assessment and provide training and coaching sessions for the selected NKAs.
- 6- Managing the communication flow to New Kuwait Ambassadors.
- 7- Collecting information and input from GSSCPD about the KNDP projects implementation, and achievements to be highlighted in New Kuwait Ambassadors plans.
- 8- Providing technical guidance and support to the planning and Implementation of NKAs activities including:
 - a. posting on the progress of KNDP projects implementation,
 - b. Posting to raise awareness on SDGs, associated targets, and national efforts to implement the 2030 agenda for sustainable development.
 - c. posting on the linkage and impact of KNDP project results with the everyday life of the public,
 - d. posting to instil messages for behavioural change in the areas related to strategic directions of Kuwait Vision 2035 and achieving SDGs.
 - e. Posting on KNDP, Kuwait Vision, and SDGs related events.
- 9- Facilitating regular meetings/workshops for New Kuwait Ambassadors with GSSCPD to discuss their mission, receive briefings on the KNDP and SDGs implementation on the national level.
- 10- Support implementing a monitoring, evaluation, and performance assessment mechanisms, lead the discussion of review panels to ensure smooth implementation and measure impact of the activities.
- 11- Coordinating all efforts to ensure the achievement of the overall objectives of the New Kuwait Ambassadors Campaign plan.

A report on finalised review of New Kuwait Ambassadors selection process and New Kuwait Awarding Event to be submitted by maximum the end of **week-14**. A report on the Finalised Training needs assessment, implemented training programme and plans of action for New Kuwait Ambassadors, in addition to GSSCPD staff workshop report, all to be submitted by maximum the end of **week-18**. Progress Report on New Kuwait Ambassadors Plans should be submitted by end of **weeks: (22, 26, 30,34, 38, & 42)**. Evaluation Report of the campaign should be submitted as a part of the final report.

D. Institutional Arrangement

1. The company shall report directly to the Secretary General of the GSSCPD and shall closely coordinate and work with relevant GSSCPD departments including “International Cooperation Department”, “public Relations Department” as well as UNDP project/programme management team.
2. 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.
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 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 company 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.

E. Duration of the Work

The consultancy firm is expected to finalize the delivery of the scope of works during the period of 44 weeks, 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 44 weeks working with GSSCPD, media outlets, and New Kuwait ambassadors to implement the scope of work. workstations, access to printers, and 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 during the 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 the scope of works to be part of the proposal.

Required for the Proposing company

- 10 years of experience in providing communication, marketing, and/or public relations consultancy services to public administration or private sector.

- At least 2 certifications from previous clients as a proof of credibility and reliability in any of the above areas of expertise.
- Relevant industry accreditation and awards shall be considered in the profile evaluation.
- Experience in developing and implementing at least 2 communication or awareness raising campaigns for a public-sector entity.
- Experience in implementing projects to raise awareness on National or Sub-National Strategies for economic and/or social development, or National Development Plans.
- Experience in conducting analytical research for communication, PR purposes such as (raising awareness, branding, behavior change).
- Experience in design and implementation of “Social Media” and “Radio Campaigns”.
- Familiarity and experience in working with Millennium Development Goals (MDGs) and/or Sustainable Development Goals (SDGs).
- Experience on similar engagement in MENA region, preferably GCC.
- Office Presence in the country or region.
- Ability to provide the service with minimum subcontracting.
- Financial ratio not less than 1.0.

Required for the company team

The design and implementation of KNDP3 project is expected to be delivered by a highly professional team, below is the required team for engagement implementation and minimum qualifications:

1- Project Manager:

- Minimum Master’s degree in Public Relations, Marketing, Project Management, Business Administration or any related field;
- 7 years of professional work experience in managing marketing or awareness rising projects.
- Experience in managing projects to raise awareness on National or Sub-National Strategies for economic and/or social development, or National Development 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.
- Excellent oral and written communication skills, including conceptualizing, analysis and drafting reports.
- English language is a must, knowledge of Arabic language is an advantage.
- Experience working in Kuwait, the GCC or the Arab Region is an asset;

2- Communication and Outreach Consultant:

- Minimum Master’s degree in Public Relations, Marketing or any related field.
- 10 years of professional work experience with the public sector or non-for-profit organisations.
- Previous experience in conducting at least 2 researches for social media campaign and/or radio campaign.
- Previous experience development and implementation of at least 2 Communication, Public Relations, or Awareness Raising 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.
- Advanced level in English language and knowledge of Arabic language are a must.
- Experience working in Kuwait, the GCC or the Arab Region is an asset.

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 or implementation of communication or awareness raising activities;
- Highly skilled in conceptualizing, analysis and technical writing.
- Excellent communication skills, with strong attention to details.
- Advanced level in English language and knowledge of Arabic language are a must.
- Proven ability and experience to network and work with government officials; and experience working in multicultural environment.
- Knowledge of Kuwait, the GCC and the Arab Region is an asset.

H. Scope of Proposal Price and Schedule of Payments

The contract price is deliverable based with specific duration of assignment. The financial proposal should be all inclusive of all fees and expenses associated with the tasks and outputs; including professional fees, travel expenses, per diem and any other costs associated with the assignment.

The financial proposal should be based on deliverables and should also include a detailed description of how the cost is structured (Project team fees, per diems, travel, translation, etc.). The financial bid is expected to include interpretation and translation cost.

Payment will be made upon satisfactory completion of all deliverables as per the payment schedule.

Expected outputs/ deliverables and payment schedule:

Deliverables	Due date	Approval	Payment
Deliverable (1): Inception Report.	(2 weeks from the start of the contract)	GSSCPD and UNDP	4%
Deliverable (2): The Communication/Outreach Analytical Research.	(6 weeks from the start of the contract)	GSSCPD and UNDP	5%
Deliverable (3): a) Draft Radio Campaign Plan. b) Draft New Kuwait Ambassadors Campaign plan.	(8 Weeks from the start of the contract).	GSSCPD and UNDP	5%
Deliverable (4): a) Final Radio Campaign Plan : Including the proof of agreement with radio stations. b) Final New Kuwait Ambassadors Campaign plan.	(10 Weeks from the start of the contract).	GSSCPD and UNDP	5%
Deliverable (5): a) Progress Reports on Radio Campaign Activities b) Report on finalised review of New Kuwait Ambassadors selection process and New Kuwait Awarding Event.	(14 Weeks from the start of the contract).	GSSCPD and UNDP	7%

Deliverable (6): a) Progress Reports on Radio Campaign Activities b) A report on the Finalised Training needs assessment, implemented training programme and plans of action for New Kuwait Ambassadors, in addition to GSSCPD staff workshop report.	(18 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (7): a) Progress Reports on Radio Campaign Activities. b) Progress Report on New Kuwait Ambassadors Plans.	(22 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (8): a) Progress Reports on Radio Campaign Activities. b) Progress Report on New Kuwait Ambassadors Plans.	(26 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (9): a) Progress Reports on Radio Campaign Activities. b) Progress Report on New Kuwait Ambassadors Plans.	(30 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (10): a) Progress Reports on Radio Campaign Activities. b) Progress Report on New Kuwait Ambassadors Plans.	(34 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (11): a) Progress Reports on Radio Campaign Activities. b) Progress Report on New Kuwait Ambassadors Plans.	(38 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (12): a) Progress Reports on Radio Campaign Activities. b) Progress Report on New Kuwait Ambassadors Plans.	(42 Weeks from the start of the contract).	GSSCPD and UNDP	7%
Deliverable (13): Final Project Report.	(44 Weeks from the start of the contract).	GSSCPD and UNDP	25%

I. Recommended Presentation of Proposal

Profile of the consultancy firm along with the CVs of project team with a cover letter. Technical proposal: clearly stating the methodology to implement the scope of work, explanation of previous experience on similar project.

J. 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%.

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm / Organization	25%	250
2.	Proposed Methodology, Approach and Implementation Plan	45%	450
3.	Management Structure and Key Personnel	30%	300
Total			1000

Only those individuals, organizations obtaining a minimum of 70% in the technical evaluation will be considered for the financial evaluation.

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization Credibility / Reliability / Industry Standing: d) 10 years of experience in providing communication, marketing, and/or public relations consultancy services to public administration or private sector: (15 points), 1 point for every additional year: (up to 20 points in total) . e) At least 2 certifications from previous clients as a proof of credibility and reliability any of the above areas of expertise: (5 points), 1 point for every additional certification, (up to 10 points in total) . f) Relevant industry accreditation and awards: (10 points) .	40
1.2	Relevance of specialized knowledge and experience on similar engagements done: g) Experience in developing and implementing at least 2 communication or awareness raising campaigns for a public-sector entity: (25 points), 2 points for every additional certification, (up to 30 points in total) . h) Experience in implementing projects to raise awareness on National or Sub-National Strategies for economic and/or social development, or National Development Plans: (35 points) . i) Experience in conducting analytical research for communication, PR purposes such as (raising awareness, branding, behaviour change) (30 points) . j) Experience in design and implementation of "Social Media" and "Radio Campaigns": (25 points) k) Familiarity and experience in working with MDGs and/or SDGs: (10 points) l) Experience on similar engagements in MENA region, preferably GCC. 5 for MENA Region, 10 points for GCC.	140
1.3	General Organizational Capability: - Financial ratio: more than 1.0 (14-20 points) scored as one additional point for each (0.1) higher ratio after 1.0 – maximum 20 points , less than 1.0 (0 points). - Regional Coverage: (Does the company has presence in the region?) – 10 Points .	70

<ul style="list-style-type: none"> - Extent to which any work would be subcontracted (30% or less -20 points, More than 30% - 0 points). - Project financing capacity (maximum 20 points). - Project management controls (Does the company have systems and resources to effectively manage quality, time and cost of projects?) - 20 points. 	
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, Radio Campaign and New Kuwait ambassadors campaigns, coordination and outreach components)?</p> <p>In detail – maximum 100 points Partially – maximum 20 points No understanding/details – 0 points</p>	80
2.2	<p>Description of the Offeror's approach and methodology for meeting the requirements of the Terms of Reference. (Research methodology, design, and coordination of activities)</p> <p>appropriate – maximum 100 points Partially – maximum 20 points Not meeting the requirements – 0 points</p>	100
2.3	<p>Details on how the different service elements shall be organized, controlled and delivered (research, design and implementation elements).</p> <p>In detail – maximum 100 points Partially – maximum 20 points Not covered – 0 points</p>	100
2.4	<p>Are the different components of the project adequately weighted relative to one another?</p> <p>Adequate balance – maximum 50 points Partially balanced – maximum 20 points Not balanced – 0 points</p>	50
2.5	<p>Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project? Does the proposal include a solid Quality and Risk management plans?</p> <p>In detail – maximum 100 points Partially – maximum 20 points Not clear – 0 points</p>	100
2.6	<p>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).</p> <p>In detail – maximum 20 points Partially – maximum 10 points No covered – 0 points</p>	20
Total Section 2		450

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?		40
3.2	Qualifications of key personnel proposed		
3.2 a	<u>Project Manager:</u>		100
	Minimum Master's degree in Public Relations, Marketing, Project Management, Business Administration or any related field;	10	
	7 years of professional work experience in managing marketing or awareness raising projects. (11 points) For each additional year – 1 point.	15	
	Experience in managing at least 2 projects to raise awareness on National or Sub-National Strategies for economic and/or social development, or National Development Plans. (22 points) for each extra project 2 points.	30	
	Proven ability and experience to network and work with government officials; and experience working in multicultural environment.	10	
	At least 1 practitioner "Project Management" certification	10	
	Communication skills, including conceptualizing, analysis and drafting reports.	10	
	(knowledge of Arabic language)	5	
	Experience working in Kuwait, the GCC or the Arab Region.	10	
3.2 b	<u>Communication and Outreach Consultant:</u>		100
	Minimum Master's degree in Public Relations, Marketing or any related field. (7 points) PHD in the same field – (additional 3 points)	10	
	10 years of professional work experience with the public sector or non-for-profit organisations. (7 points) For each additional year – 1 point.	10	
	Previous experience in conducting at least 2 researches for social media campaign and/or radio campaign. (15 points) For each additional research, 1 point.	20	
	Previous experience development and implementation of at least 2 Communication, Public Relations, or Awareness Raising plans. 15 points, for each additional plan, 1 point.	20	
	Proven ability and experience to network and work with government officials; and working in multicultural environment.	10	
	Communication skills, including conceptualizing, analysis and drafting reports.	10	
	Advanced level in English language and knowledge of Arabic.	10	
	Experience working in Kuwait, the GCC or the Arab Region	10	
3.2 c	<u>Project Coordinator:</u>		60
	Bachelor's degree in business administration, public administration, economics, or any related field.	10	
	At least 5 years of professional work experience in project management. (7 points) preferably in development or implementation of communication or awareness raising activities. (3 points)	10	
	Highly skilled in conceptualizing, analysis and technical writing.	5	
	Excellent communication skills, with strong attention to details.	5	
	Advanced level in English language and knowledge of Arabic language are a must.	10	

Proven ability and experience to network and work with government officials; and experience working in multicultural environment.	10	
Experience working in Kuwait, the GCC or the Arab Region	10	
Total Section 3		300

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.

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"/>
▪ Company profile	<input type="checkbox"/>
▪ Business registration	<input type="checkbox"/>
▪ Audited financial statement for past 3 years	<input type="checkbox"/>
▪ Positive reference letters from previous clients on similar assignment	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted as password protected file (document))

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] 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

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ 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 ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

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]

Name of leading partner (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: _____

Signature: _____

Date: _____

Name of partner: _____

Signature: _____

Date: _____

Name of partner: _____

Signature: _____

Date: _____

Name of partner: _____

Signature: _____

Date: _____

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

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

Please list only previous similar assignments successfully completed in the last 5 years.

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.

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:	[Insert RFP Reference Number]		

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 Reputation of Organization and Staff / Credibility
- 1.2 25 years of experience in providing the following services: branding and communication campaigning, and development of country economic or development reporting
- 1.3 Specialized knowledge in issuing country economic and development reports.
- 1.4 Experience in managing similar projects in the region.
- 1.5 Financial ratio not less than 1.0.
- 1.6 Does the company have an agreement with internationally recognised newspaper, with minimum readership of 1 Million readers in print version, and at least 10 Million readers in the digital version of the newspaper.

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.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.4 A clear methodology reflect support in promotion of the Kuwait's global positioning contribute to the KNDP.
- 2.5 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.

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

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<p><i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i></p> <p>[Insert]</p>
Professional certifications	<p><i>[Provide details of professional certifications relevant to the scope of services]</i></p> <ul style="list-style-type: none"> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
Employment Record/ Experience	<p><i>[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.]</i></p> <p>[Insert]</p>
References	<p><i>[Provide names, addresses, phone and email contact information for two (2) references]</i></p> <p>Reference 1: [Insert]</p> <p>Reference 2: [Insert]</p>

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:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] 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:	[Insert RFP Reference Number]		

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)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

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/Chief Editor			
	Communication and Outreach Consultant			
	Project Coordinator			
Home Based				
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
International flights (define destination of each team member)	Trip			
Living allowance (per each team member)	Day			
Communication costs	Day			
Local transportation costs	Day			
Printing report costs				
Taking photos during interview				
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
Deliverable (1): Inception Report.	4%	(2 weeks from the start of the contract)			
Deliverable (2): The Communication/Outreach Analytical Research.	5%	(6 weeks from the start of the contract)			
Deliverable (3): 1. Draft Radio Campaign Plan. 2. Draft New Kuwait Ambassadors Campaign plan.	5%	(8 Weeks from the start of the contract).			
Deliverable (4): 1. Final Radio Campaign Plan : Including the proof of agreement with radio stations. 2. Final New Kuwait Ambassadors Campaign plan.	5%	(10 Weeks from the start of the contract).			
Deliverable (5): c) Progress Reports on Radio Campaign Activities Report on finalised review of New Kuwait Ambassadors selection process and New Kuwait Awarding Event.	7%	(14 Weeks from the start of the contract).			
Deliverable (6): c) Progress Reports on Radio Campaign Activities A report on the Finalised Training needs assessment, implemented training programme and plans of action for New Kuwait Ambassadors, in addition to GSSCPD staff workshop report.	7%	(18 Weeks from the start of the contract).			
Deliverable (7): c) Progress Reports on Radio Campaign Activities. Progress Report on New Kuwait Ambassadors Plans.	7%	(22 Weeks from the start of the contract).			

Deliverable (8): c) Progress Reports on Radio Campaign Activities. Progress Report on New Kuwait Ambassadors Plans.	7%	(26 Weeks from the start of the contract).			
Deliverable (9): c) Progress Reports on Radio Campaign Activities. Progress Report on New Kuwait Ambassadors Plans.	7%	(30 Weeks from the start of the contract).			
Deliverable (10): c) Progress Reports on Radio Campaign Activities. Progress Report on New Kuwait Ambassadors Plans.	7%	(34 Weeks from the start of the contract).			
Deliverable (11): c) Progress Reports on Radio Campaign Activities. Progress Report on New Kuwait Ambassadors Plans.	7%	(38 Weeks from the start of the contract).			
Deliverable (12): c) Progress Reports on Radio Campaign Activities. Progress Report on New Kuwait Ambassadors Plans.	7%	(42 Weeks from the start of the contract).			
Deliverable (13): Final Project Report.	25%	(44 Weeks from the start of the contract).			