* United Nations Development Programme*

**REQUEST FOR PROPOSAL**

**Request for Provision of Communications and PR Services**

RFP No.: BIH/RFP-023-19

Project: Fostering dialogue and social cohesion in and between Bosnia and Herzegovina, Montenegro and the Republic of Serbia (Dialogue for the Future)

Country: Bosnia and Herzegovina

Issued on: 22 October 2019

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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 registry@undp.ba, 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: Approved by:

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|  |  |
| --- | --- |
| Name: [insert name of Procurement Officer]  Title: [insert title]  Date: Select date | Name: [insert name of Procurement Reviewer]  Title: [insert title]  Date: Select date |

# Section 2. Instruction to Bidders

|  |  |
| --- | --- |
| GENERAL PROVISIONS | |
| Introduction | * 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>   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.   3. As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website ([www.ungm.org](http://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. |
| Fraud & Corruption,  Gifts and Hospitality | * 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. 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.   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.   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> |
| Eligibility | * 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.   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. |
| Conflict of Interests | * 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:   2. 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;   3. Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or   4. Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.   5. 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.   6. Similarly, the Bidders must disclose in their proposal their knowledge of the following:   7. 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   8. All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.   Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.   * 1. 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. |
| PREPARATION OF PROPOSALS | |
| General Considerations | * 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.   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 |
| Cost of Preparation of Proposal | * 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. |
| Language | * 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. |
| Documents Comprising the Proposal | * 1. The Proposal shall comprise of the following documents:   2. Documents Establishing the Eligibility and Qualifications of the Bidder;   3. Technical Proposal;   4. Financial Proposal;   5. Proposal Security, if required by BDS;   6. Any attachments and/or appendices to the Proposal. |
| Documents Establishing the Eligibility and Qualifications of the Bidder | * 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. |
| Technical Proposal Format and Content | * 1. The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.   2. The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.   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   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. |
| Financial Proposals | * 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.   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.   3. Prices and other financial information must not be disclosed in any other place except in the financial proposal. |
| Proposal Security | * 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.   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.   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.   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.   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:      1. If the Bidder withdraws itsoffer during the period of the Proposal Validity specified in the BDS, or;      2. In the event that the successful Bidder fails:      3. to sign the Contract after UNDP has issued an award; or   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. |
| Currencies | * 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:  1. 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 2. 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. |
| Joint Venture, Consortium or Association | * 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.   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.   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.   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.   5. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:  1. Those that were undertaken together by the JV, Consortium or Association; and 2. Those that were undertaken by the individual entities of the JV, Consortium or Association.    1. 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.    2. 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. |
| Only One Proposal | * 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.   2. Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:   3. they have at least one controlling partner, director or shareholder in common; or   4. any one of them receive or have received any direct or indirect subsidy from the other/s; or   5. they have the same legal representative for purposes of this RFP; or   6. 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;   7. 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   8. 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. |
| Proposal Validity Period | * 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.   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. |
| Extension of Proposal Validity Period | * 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.   2. If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.   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. |
| Clarification of Proposal | * 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.   2. UNDP will provide the responses to clarifications through the method specified in the BDS.   3. UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary. |
| Amendment of Proposals | * 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.   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. |
| Alternative Proposals | * 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.   2. If multiple/alternative proposals are being submitted, they must be clearly marked as “Main Proposal” and “Alternative Proposal” |
| Pre-Bid Conference | * 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. |
| SUBMISSION AND OPENING OF PROPOSALS | |
| Submission | * 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.   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.   3. Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions. |
| **Hard copy (manual) submission**  **Email Submission**  **eTendering submission** | * 1. Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:   2. 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.   3. 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:   i. Bear the name and address of the bidder;  ii. Be addressed to UNDP as specified in the BDS   1. Bear a warning that states “*Not to be opened before the time and date for proposal opening*” as specified in the BDS.   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.   * 1. Email submission, if allowed or specified in the BDS, shall be governed as follows:  1. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 2. 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. 3. 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.    1. Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows: 4. Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; 5. The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 6. 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. 7. 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. 8. 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/> |
| Deadline for Submission of Proposals and Late Proposals | * 1. Complete Proposals must be received by UNDP in the manner, and no later than 3 July 2019, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP   2. UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals. |
| Withdrawal, Substitution, and Modification of Proposals | * 1. A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.   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”   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.   4. Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened |
| Proposal Opening | * 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. |
| EVALUATION OF PROPOSALS | |
| Confidentiality | * 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.   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. |
| Evaluation of Proposals | * 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.   2. Evaluation of proposals is made of the following steps:   3. Preliminary Examination   4. Minimum Eligibility and Qualification (if pre-qualification is not done)   5. Evaluation of Technical Proposals   6. Evaluation of Financial Proposals |
| Preliminary Examination | * 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. |
| Evaluation of Eligibility and Qualification | * 1. Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).   2. In general terms, vendors that meet the following criteria may be considered qualified:   3. 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;   4. They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,   5. 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;   6. They are able to comply fully with UNDP General Terms and Conditions of Contract;   7. They do not have a consistent history of court/arbitral award decisions against the Bidder; and   8. They have a record of timely and satisfactory performance with their clients. |
| Evaluation of Technical and Financial Proposals | * 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.   2. In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.   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.   4. When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:   Rating the Technical Proposal (TP):  **TP Rating** = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100  Rating the Financial Proposal (FP):  **FP Rating** = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100  Total Combined Score:  **Combined Score =** (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%) |
| Due Diligence | * 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:      1. Verification of accuracy, correctness and authenticity of information provided by the Bidder;      2. Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;      3. 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;      4. Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;      5. Physical inspection of the Bidder’s offices, branches or other places where business transpires, with or without notice to the Bidder;      6. Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract. |
| Clarification of Proposals | * 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.   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.   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. |
| Responsiveness of Proposal | * 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.   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. |
| Nonconformities, Reparable Errors and Omissions | * 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.   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.   3. For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:  1. 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; 2. 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 3. 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.    1. If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected. |
| AWARD OF CONTRACT | |
| Right to Accept, Reject, Any or All Proposals | * 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. |
| Award Criteria | * 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. |
| Debriefing | * 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. |
| Right to Vary Requirements at the Time of Award | * 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. |
| Contract Signature | * 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. |
| Contract Type and General Terms and Conditions | * 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> |
| Performance Security | * 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. |
| Bank Guarantee for Advanced Payment | * 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> |
| Liquidated Damages | * 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. |
| Payment Provisions | * 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. |
| Vendor Protest | * 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> |
| Other Provisions | * 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.   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.   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 | Will not be conducted |
| 5 | 10 | Proposal Validity Period | 60 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 | Local currency BAM or /EUR/USD |
| 11 | 31 | Deadline for submitting requests for clarifications/ questions | 5 days before the submission deadline |
| 12 | 31 | Contact Details for submitting clarifications/questions | Address: UN House, Zmaja od Bosne bb, 71000 Sarajevo, Bosnia and Herzegovina  E-mail address: registry.ba@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 the website |
| 14 | 23 | Deadline for Submission | **11 November 2019, 17:00 CET** |
| 14 | 22 | Allowable Manner of Submitting Proposals | X Courier/Hand Delivery  X Submission by email |
| 15 | 22 | Proposal Submission Address | UN House  Zmaja od Bosne bb  71000 Sarajevo  Bosnia and Herzegovina |
| 16 | 22 | Electronic submission (email or eTendering) requirements | * 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 technical proposal must not be provided to UNDP until the date as indicated in No. 14 *(for email submission only)* * Password for financial proposal must not be provided to UNDP until requested by UNDP * Max. File Size per transmission:10 MB * Mandatory subject of email:For regional DFF joint programme * Documents which are required in original (e.g. Proposal Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission:   Registry.ba@undp.org |
| 17 | 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%. |
| 18 |  | Expected date for commencement of Contract | *November 20, 2019* |
| 19 |  | Maximum expected duration of contract | Until 31 July 2020 |
| 20 | 35 | UNDP will award the contract to: | One Proposer Only |
| 21 | 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> |
| 22 | 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> |
| 23 |  | Other Information Related to the RFP |  |

# 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
* Minimum documents provided
* Technical and Financial Proposals submitted separately
* Bid Validity

**Minimum Eligibility and Qualification Criteria**

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

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

|  |  |  |
| --- | --- | --- |
| **Subject** | **Criteria** | **Document Submission requirement** |
| **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 Contracts[[1]](#footnote-2)** | 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 5 years of relevant experience. | Form D: Qualification Form |
| Minimum 3 contracts of similar value, nature and complexity implemented over the last 5 years.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
| **Financial Standing** | Minimum average annual turnover of USD140,000 for the last 3 years.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |
| Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Form D: Qualification Form |

**Technical Evaluation Criteria**

|  |  |  |
| --- | --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | | **Points Obtainable** |
| 1. | Bidder’s qualification, capacity and experience | 300 |
| 2. | Proposed Methodology, Approach and Implementation Plan | 300 |
| 3. | Management Structure and Key Personnel | 400 |
|  | **Total** | **1000** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Section 1. Bidder’s qualification, capacity and experience** | | | **Points obtainable** |
| 1.1 | | Reputation of Organization and Staff Credibility / Reliability / Industry Standing | 50 |
| 1.2 | | General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted | 90 |
| 1.3 | | Relevance of specialized knowledge and experience on similar engagements done in the region/country | 70 |
| 1.4 | | Quality assurance procedures and risk mitigation measures | 60 |
| 1.5 | Organizational Commitment to Sustainability  -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points  -Organization is a member of the UN Global Compact -5 points  -Organization demonstrates significant commitment to sustainability through some other means- 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues | 30 |
| **Total Section 1** | | | **300** |

|  |  |  |
| --- | --- | --- |
| **Section 2. Proposed Methodology, Approach and Implementation Plan** | | **Points obtainable** |
| 2.1 | Understanding of the requirement: Have the important aspects of tasks been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? | 60 |
| 2.2 | Description of the Offeror’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference | 100 |
| 2.3 | Details on how the different service elements shall be organized, controlled and delivered | 50 |
| 2.4 | Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement | 50 |
| 2.5 | Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic | 40 |
| **Total Section** **2** | | **300** |

|  |  |  |  |
| --- | --- | --- | --- |
| **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? |  | 50 |
| 3.2 | Qualifications of key personnel proposed |  |  |
| 3.2 a | Team Leader/ Lead Acccount Manager (Bosnia and Herzegovina) |  | 55 |
|  | - General Experience | 10 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 10 points  Between 3 and 5 tasks – 20 points  More than 5 tasks – 25 points | 25 |
| - Regional/International experience | 15 |
| - Language Qualifications (both local languages and English) | 5 |
| 3.2 b | Social media expert / social media manager - 2 persons |  | 55 |
|  | - General Experience | 15 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 10 points  Between 3 and 5 tasks – 20 points  More than 5 tasks – 25 points | 25 |
| - Regional/International experience | 10 |
| - Language Qualifications (both local languages and English) | 5 |
| 3.2 c | Strategic Planner |  | 50 |
|  | - General Experience | 15 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks –5 points  Between 3 and 5 tasks –12 points  More than 5 tasks – 20 points | 20 |
| - Regional/International experience | 10 |
| - Language Qualifications (local language) | 5 |
| 3.2 d | Public Relations Expert |  | 40 |
|  | - General Experience | 10 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 5 points  Between 3 and 5 tasks – 10 points  More than 5 tasks – 15 points | 15 |
| - Regional/International experience | 10 |
| - Language Qualifications (both local languages and English) | 5 |
| 3.2 e | Video Producer |  | 40 |
|  | - General Experience | 10 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 5 points  Between 3 and 5 tasks – 12 points  More than 5 tasks – 20 points | 20 |
| - Regional/International experience | 5 |
| - Language Qualifications (local language) | 5 |
| 3.2 f | Copywriter |  | 35 |
|  | - General Experience | 10 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 5 points  Between 3 and 5 tasks – 10 points  More than 5 tasks – 15 points | 15 |
| - Regional/International experience | 5 |
| - Language Qualifications (both local languages and English) | 5 |
| 3.2 g | Designer |  | 35 |
|  | - General Experience | 10 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 5 points  Between 3 and 5 tasks – 10 points  More than 5 tasks – 15 points | 15 |
| - Regional/International experience | 5 |
| - Language Qualifications (both local languages and English) | 5 |
| 3.2 h | Account manager in Serbia |  | 20 |
|  | - General Experience | 5 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 2 points  Between 3 and 5 tasks – 4 points  More than 5 tasks – 5 points | 10 |  |
| - Language Qualifications (both local languages and English) | 5 |  |
| 3.2 i | Account manager in Montenegro |  | 20 |
|  | - General Experience | 5 |  |
| - Specific Experience relevant to the assignment  Up to 3 tasks – 2 points  Between 3 and 5 tasks – 4 points  More than 5 tasks – 5 points | 10 |  |
| - Language Qualifications (both local languages and English) | 5 |  |
| **Total Section 3** | | | **400** |

# Section 5. Terms of Reference

1. **Background Information and Rationale, programme Description**

The Dialogue for the Future joint regional programme[[2]](#footnote-3) contributes to trust building and stability by providing structured opportunities for dialogue, action and policy recommendations on common social cohesion priorities in and among Bosnia and Herzegovina, Montenegro, and Serbia. The public space is often ripe with an on-going narrative and rhetoric of division, mistrust and fear with media contributing to low levels of inter-group trust; weak people-to-people cooperation and interrupted, fractured or even negative dialogue. The region lacks multi-stakeholder, structurally embedded, opportunities for cooperation, especially among the youth; there is an overall lack of skills and attitudes that allow for the appreciation of diversity and intercultural understanding.

The Dialogue for the Future regional programme posits the hypothesis that if members from different groups in the region, and especially youth, are sufficiently capacitated to engage in constructive dialogue and provided structured opportunities to identify social cohesion priorities and communicate them to their elected leaders and relevant institutions through dialogue platforms, and address them through joint projects and activities, then this will ensure broad-based participation and create partnerships across the three countries in pursuit of commonly identified priorities because skill-building for constructive dialogue, identification of common social cohesion priorities and joint action to address them will help break down barriers among various groups and help build a sense of connectedness and understanding, which are requisite in resilience to conflict.

Maintaining a continuous two-way dialogue, promoting positive vs. negative narratives, as well as fighting hate speech and fake news that can have negative impact on targeted audiences are key aspects of successful communication actions conducted within the DFF Programme. Adaptability and timely response are therefore significant elements of the communication approach for the programme, which should be reflected in the proposed methodology. Detailed list of programme activities will be shared with the selected Service Provider.

The DFF regional programme is looking for a professional PR/marketing agency or consortium of agencies (Service Provider), , which can provide high quality PR services in Bosnia and Herzegovina, Montenegro, and Serbia, in a complex media environment, and develop and implement results-oriented, effective PR and communications actions described in this Terms of Reference (ToR).

The DFF regional programme will have full control over implementation of activities under this public call and will provide input regarding each and any action undertaken by the external Service Provider. The DFF regional programme will also supervise work of the Service Provider and will have an exclusive right in making decisions on processes and actions undertaken by the Service Provider.

1. **Relevance**

The assignment will directly contribute to the fulfilment of communication objectives outlined in the DFF Communications Strategy:

1. Effectively communicate all aspects of the programme, it’s goals, achievements and approach to all targeted audiences;
2. Promote positive narratives and actions that strengthen social cohesion and tolerance;
3. Promote DFF regional programme and culture of dialogue by assisting creation of multi-platform PR and communication content for and by beneficiaries;
4. Provide continuous (and borderless) PR and communication support and guidance to implementing partners and small grant recipients in all targeted countries.
5. **Purpose, objectives, targeted audiences, Communication channels and tools**

Under the overall supervision of the DFF Regional Joint Programme Coordinator and direct supervision of UNDP Communications Analyst and in close cooperation with designate communication officers and focal points of UNDP, UNESCO and UNICEF in Bosnia and Herzegovina, Montenegro, and Serbia, and under the guidance of the Joint Programme Board, the selected Service Provider will be task to support/provide services listed further in this ToR.

The Service Provider will be obligated to obtain approval for all actions which will be undertaken and may not act on behalf of DFF regional programme or any of the UN agencies unless otherwise requested and approved by the DFF regional programme designate representative(s). The Service Provider is expected to ensure coordination and timely information sharing and reporting aiming to enable effective and efficient implementation of communications plan.

The overall objective in communicating to external audiences is: ensuring clear, harmonized, coordinated and timely information sharing and communication within a respective country and across borders, aiming to boost positive narratives and support stronger social cohesion.

Besides other target groups and channels, the Service Provider’s support will be essential to maximize effects of communication through channels and tools preferred by the so-called Millennials and Z Generation, with focus on online (and social) media/formats.

External Service Provider will be required to deliver following tasks/ services:

1. Provide support in drafting and dissemination of PR materials, such as media advisories, press releases and op-eds;
2. Conduct audience profiling under guidance of DFF regional programme representatives;
3. Develop social media strategy and plan(s);
4. Produce multi-platform content (videos for social networks, Instagram stories, copywriting for web and social media…);
5. Broker media appearances and placement of positive narratives/stories (produced about and by beneficiaries) in mainstream media outlets;
6. Identify and engage online influencers, aiming to ensure their contribution to programme communication actions; coordinate and monitor their activities on to ensure harmonization with programme’s (and general UN) values and messages;
7. Maximize effects of communication through channels and tools preferred by the so-called Millennials and Z Generation, with focus on utilization of online (and social) media/formats;
8. Propose approach and methodology to maximize communication results.

***Targeted audiences***

The DFF regional programme identified following target audiences for this specific RfP:

**Primary audience**

* Youth and adolescents (subdivided into Z Generation[[3]](#footnote-4) and Millennials[[4]](#footnote-5) for more effective targeting);

**Secondary audiences**

* Political leaders and decision makers in each of the countries, including young diplomats and women in politics;
* Marginalized/vulnerable groups and citizens;
* Local, national and regional media outlets;
* General public, citizens in countries targeted by the programme.

*Note*: Audience profiling will be conducted as explained in this ToR, aiming to identify the most appropriate mix of communication messages, tools, channels and tactics for each type of audience.

**Communications Channels**

As the programme is implemented in several countries, smart use of communication tactics, channels and tools is required to ensure communications messages reach those targeted, and results are measurable.

While some of the communication channels may target specific group, it is envisioned that mix of channels will be used to ensure multiple exposure. The Service Provider should propose the best mix of communication channels and tools as well as to provide PR support to events and media opportunities with increased news value to ensure free-of-charge dissemination via mass media (TV, radio, print and online media outlets).

Key communication channels:

***Social media (Facebook, Instagram, Twitter, YouTube and others)***

Social media will be preferred communication channel as both the Z Generation and Millennials use it daily as a news source and platform for dialogue and exchange of views and ideas. Service Provider is expected to develop a comprehensive social media strategy and plan with specific communication actions, proposing cross-border campaigns, aiming to maximize communication to and with targeted audiences via social media. Combination of photos, short (captioned) videos, and text posts related to implementation of the programme will be produced and shared continuously.

Cooperation with online influencers is also foreseen during the course of the programme implementation, and social media will be the primary communication channel used to reach out to their audiences.

**Primary social media channels** (co-administrated by Service Provider)

* DFF Regional Programme Facebook Page – to be established;
* DFF Regional Programme Instagram Profile – to be established;
* DFF Regional Programme Youtube Channel – to be established;
* DFF Regional Programme Twitter Profile – to be established.

**Secondary social media channels** (administrated by designate UN agencies’ staff)

* UNCT Facebook and Twitter accounts in Bosnia and Herzegovina, Montenegro, and Serbia;
* UNDP Facebook and Twitter accounts in Bosnia and Herzegovina, Montenegro, and Serbia;
* UNICEF Facebook and Twitter accounts in Bosnia and Herzegovina, Montenegro, and Serbia.

***Online media (news portals)***

Online media are preferred cross-border channels, whereas the most popular ones generate significant traffic across the region. Given that most of the traditional media outlets also have an online page or portal, online media are considered a significant communication channel, especially in the region characterized by lack of language barriers.

***TV, radio and print***

Traditional media remain preferred communication channels for some of the targeted groups identified within the DFF Communication Strategy and ensure outreach to general public and representatives of more formal structures/institutions. The Service Provider is expected to utilize and support PR events and media opportunities (including guest appearances and brokering of interviews) to increase interest of TV, radio and print media outlets and insure greater media coverage of key events, initiatives and achievements of the programme.

**Communications Tools**

Service Provider is expected to support/produce following types of communication tools which will be used across appropriate channels, aiming to ensure effective and efficient communication with targeted external audiences:

1. Social media posts (Facebook posts and campaigns, notes, Instagram posts and stories, Twitter posts, etc.);
2. Blogposts;
3. Human interest stories (focusing on end-beneficiaries) presenting impact of the programme or an issue which is being addressed;
4. Photo essays;
5. Short videos (captioned videos);
6. Animated videos;
7. Infographics / illustrations;
8. Media advisories and press releases;
9. Press conferences/events and press visits;
10. Interviews with representatives of implementing UN agencies, key national partners and key beneficiaries (will be identified by the DFF regional programme);
11. Op-eds and commentaries;
12. PR events (signing of Small Grant Facility agreements (SGFs) with beneficiaries, SGF kick of meetings or events, dialogue platforms, high-level visits or events, info sessions, round tables, etc.)
13. **Scope of work**

The assignment will be divided into following tasks, ***which will be delivered in all/any of the countries in which programme is implemented*** (Bosnia and Herzegovina, Montenegro, and Serbia):

**Task 1: Producing and disseminating a media advisory (in B/C/MN/S) – up to 15 total**

This task includes:

1. drafting media advisory based on input provided by DFF (two drafts and one final version, 1,200 characters max);
2. facts checking (desk research, contacting designate DFF regional programme staff);
3. coordination with designate DFF regional programme and partner(s) PR staff to obtain approvals for final version of media advisory;
4. distribution to media (in average 20 media outlets) and follow up (by phone) to ensure media attendance.

**Task 2: Producing and disseminating a press release, plus simple social media posts (in English and B/C/MN/S) – up to 15 total**

This task includes:

1. drafting a press release based on input provided by regional DFF (implementing agencies and partner organizations), which includes collecting minimum two and up to four quotes and including relevant communication message(s), (two drafts and one final version, 1,800 characters max., in English and B/C/MN/S);
2. facts checking (minimum 0.5 hours);
3. coordination with designate DFF regional programme staff to obtain approvals and clearance for final version of press release, ensuring harmonization with DFF regional programme communications guidelines;
4. distribution of a press release to media and follow up (by phone) to ensure media coverage;
5. monitoring and reporting on media coverage (simple report to include No. of articles, type of media (regional/national/local) and discourse sentiment (positive/negative/neutral));
6. drafting and publishing 2 Twitter posts for Twitter per produced press release regarding a specific event/activity;
7. drafting and publishing 1 Facebook post regarding a specific event/activity, processing and posting at least three photos, optional posting of photo gallery on Facebook;
8. monitoring and reporting on social media outreach.

**Task 3: Producing web article / post (in English and B/C/MN/S) – up to 20 total**

This task includes:

1. drafting of a web news / post up to 1,800 characters, (one draft and one final version);
2. cross-posting, integrating links to external sources (if needed), facts checking (if needed, if web news is done separately than press release);
3. coordination with designate DFF regional programme staff to obtain draft and final version approvals and ensure cross posting on partner(s)/beneficiary(ies) webpages;
4. online posting and promotion of web article / post on DFF regional programme's social media channels (minimum one post for Twitter and one post for Facebook, using all appropriate hashtags and hyperlinks);
5. monitoring and reporting on web article / post outreach.

**Task 4: Producing a video story – up to 6 total**

This task includes:

1. identifying objective, key message(s), audience and format (including max. duration, not longer than 3 minutes) of a video, based on input of DFF regional programme;
2. development of a video script or video treatment in English, up to 2 pages long;
3. facts checking (desk research, contacting designate DFF regional programme staff);
4. producing (max. 2 days of filming in the field) and coordinating all aspects of video production with the DFF, including development of timetable of filming in the field, contacting potential interviewees and video postproduction;
5. quality control, ensuring appropriate visibility guidelines and production quality standards are met;
6. distribution of video via DFF regional programme's social media channels;
7. promotion of video to ensure increased audience reach, by writing text announcements/ posts for social media;
8. monitoring and reporting on outreach and reactions of video/ photo posting.

**Task 5: Event preparation, coordination and management – up to 8 total**

This task includes:

1. identifying most appropriate model of involving media in a event, based on input from DFF;
2. identifying key media-related objectives;
3. assistance with protocol matters (seating, order of speeches, usage of flags, etc.) and scene-setting and *mise-en-scene*;
4. coordination of media aspect of the event with designate DFF regional programme staff;
5. identifying key persons to address the media (DFF, implementing agencies and partners);
6. assistance with drafting of the agenda, to ensure press-op appropriate for the event;
7. preparing media kits (collecting relevant information as well as handout materials);
8. coordinating media at the event (arrival, sign-in sheet, distribution of materials);
9. coordinating press stakeout (including additional statements, when required);
10. providing follow-up feedback to media;
11. monitoring and reporting on media coverage (simple report to include No. of articles, type of media (regional/national/local) and discourse sentiment (positive/negative/neutral)).

**Task 6: Support to engagement of online influencers aiming to ensure their contribution to achievement of DFF regional programme objectives**

This task includes:

1. identifying most appropriate influencers, based on input from DFF, in line with common goals of DFF and values of the UN;
2. engaging selected influencers and developing modus of cooperation respective of UN agencies’ rules and procedures key media-related objectives;
3. coordination of actions taken by influencers;
4. reporting on outreach by influencers.

***Note: Fees (payment for publishing of posts) cannot be paid to influencers and potential bidder cannot include such cost in the financial bid as that is not in line with UNDP guidelines. Selection of influencers should be based on shared values and interest to contribute to social cohesion.***

**Task 7: Support to communicating via social media**

This task includes:

1. creating a social media strategy, taking into consideration all regional digital assets which will be made available for use, for the period of duration of the DFF regional programme**;**
2. create up to 6 infographics or illustrations total based on DFF regional programme request;
3. within social media strategy (Task 7.1) suggest and/or propose types or social media campaigns (including tactics) aiming to engage youth in achievement of DFF objectives;
4. create up to 60 posts for Facebook, 60 posts for Instagram (total);
5. report about social media activities on a weekly level, following agreed metric (engagement rate, negative feedback, sentiment, reach - agree on how reach is measured). Metrics should be defined depending on the goal of the campaign;
6. monitor social media trends and accordingly, suggest and/or create topical content with greatest sharing/results potential;
7. identify and report potential and ongoing dynamics and threats that would undermine communication objectives.

**Task 8: Conduct audience profiling for effective communication**

This task includes:

1. Developing profiles for all targeted audiences in three countries, including their demographic characteristics, background, media preferences, interests, their influencers, preferred modes of engagement, etc.

**Task 9: Broker media appearances and placement of positive narratives/stories (produced about and by beneficiaries) in mainstream media outlets**

This task includes:

1. Coordinating and brokering media appearances of key implementing partners, as well as publishing of interviews, stories or op-eds (list of persons and themes will be provided by DFF regional programme representatives) during the overall implementation period, with up to:
2. 9 feature stories or guest appearances total, in following media outlets in three countries:
   * Public Broadcasting System TV stations,
   * Regional TV stations
   * Privately-owned TV stations based in each country, with high ratings (preferably top three media outlets based on ratings) among targeted audiences;
3. 6 feature stories or guest appearances at PBS radio and privately-owned radio stations with high ratings (preferably top three media outlets based on ratings) among targeted audiences;
4. 3 interviews, stories or op-eds published in print media across the region; and
5. 3 interviews, stories or op-eds published in online media/ web portals (preferably top three media outlets based on popularity/audience size).

*Notes*:

1. Copywriting/editing of interviews, articles and op-eds will be conducted by selected Service Provider to ensure meeting standards of each newspaper/web portal.
2. Bidder is expected to recommend list of media in which Items a) through d) of Task 9. will be published/broadcasted, based on their rating, editorial policy and primary targeted audience(s).
3. Paying for publishing of news, interviews, articles, op-eds and stories is not in line with UNDP guidelines. Therefore, media buying is not accepted as a way to broker media appearances and media buying costs cannot be part of financial offer.

**Task 10: Produce monthly activity plans based on DFF regional programme needs and annual work plan**

Monthly activity plans will reflect all of the services which provider will be expected to deliver in line with the DFF regional programme needs and work plans.

**Task 11: Produce monthly activity reports on all activities conducted by the Service Provider**

Monthly activity reports will reflect all of the services successfully completed during the reporting period, including key indicators, and will be used as basis for payment of costs.

**Task 12: Produce final report on all activities conducted by the Service Provider**

The final report will reflect all of the services successfully completed during the implementation period, including information on the achievement of objectives, results and outputs, media clipping and recordings of brokered stories / interviews / op-eds, as well as stats on social media outreach, and will be used as basis for final payment.

1. **approach and methodology**

Bidders are expected to propose the best approach and methodology for utilization of available (described) communication channels and tools, aiming to ensure achievement of set goals and objectives with best value-for-money. Bidders are expected to use their expertise and justify proposed methodological approach with data/information on PR and communication trends and best practices in each of three countries. The bidder may propose additional tools, channels and activities within the methodology, which would be in addition to those already listed in this ToR.

The selected Service Provider will work in close collaboration and under supervision of designated DFF regional programme representative(s) during the entire period of engagement. Prior to execution of any specific assignment, designated DFF regional programme representative(s) need(s) to be informed (in due time) and a written approval needs to be obtained from the programme.

1. **Deliverables and schedules / Expected outputs**

The following outputs and deliverables are expected to be produced by the Service Provider, per request and needs of the DFF regional programme and prior approval of the designate DFF regional programme representative(s):

|  |  |  |
| --- | --- | --- |
|  | **Deliverables** | **Date** |
| 1 | **Task 1:** Producing and disseminating a media advisory (in B/C/MN/S) – up to 15 total | Continuous, based on DFF needs and annual work plan  (quantified by month) |
| 2 | **Task 2:** Producing and disseminating a press release, plus simple web and soc. networks posts (in English and B/C/MN/S) – up to 15 total | Continuous, based on DFF needs and annual work plan  (quantified by month) |
| 3 | **Task 3:** Producing web article / post (in English and B/C/MN/S) – up to 20 total | Continuous, based on DFF needs and annual work plan  (quantified by month) |
| 4 | **Task 4:** Producing a short video story – up to 6 video stories total produced and shared via appropriate channels | Continuous  (quantified by month) |
| 5 | **Task 5:** Event preparation, coordination and management – up to 8 total | Continuous, based on DFF needs and annual work plan  (quantified by month) |
| 6 | **Task 6:** Support to engagement of online influencers aiming to ensure their contribution to achievement of DFF regional programme objectives | Continuous |
| 7 | **Task 7:** Support to communicating via social media  **Task 7.1:** developing a social media strategy, taking into consideration all regional digital assets which will be made available for use | Continuous, (quantified by month)  No later than 3 weeks after signing of the contract |
| 8 | **Task 8:** Conduct audience profiling for effective communication | No later than 2 weeks after signing of the contract |
| 9 | **Task 9:** Broker media appearances and placement of positive narratives/stories (produced about and by beneficiaries) in mainstream media outlets (see Task 9, Scope of Work for details) | Continuous, based on DFF needs and annual work plan,  (quantified by month) |
| 10 | **Task 10:** Produce monthly activity plans based on DFF regional programme needs and annual work plan | Monthly, by 28th of the month for the following month |
| 11 | **Task 11:** Produce monthly activity reports on all activities conducted by the Service Provider | Monthly, by the 5th day of the month for the previous month |
| 12 | **Task 12:** Produce final report on all activities conducted by the Service Provider | No later than 2 weeks prior to the completion of the contract |

The DFF regional programme will be given no less than one week to review outputs, give comments and / or approve/accept outputs.

1. **Key performance indicators (KPI) and service level**

All of the above listed tasks need to be performed following high professional standards, ensuring clear and harmonized communication, directly contributing to achievement of DFF regional programme objectives. Common metrics and analytical data relevant for delivering specific PR and communication services/outputs described in this ToR will be used to illustrate achievement of set objectives.

Exact number, locations and frequency of delivering specific services will be determined based on annual work plan as well as needs of DFF regional programme. These will be jointly agreed by the DFF regional programme and Service Provider within process of preparing monthly activity plans.

Minimum standards KPI which will be considered:

|  |  |  |  |
| --- | --- | --- | --- |
| **Product / Service** | **Performance Attribute** | **Definition** | **Standard / Service Level** |
| **Task 1.** Media advisory (in B/C/MN/S) | Competence | Media advisory written in a clear and concise way, containing all information needed to inform media outlets about the described activity or upcoming event. | Steps described in the ToR are followed.  Media advisory is clear and non-ambiguous, delivered in prescribed language(s) |
|  | Responsiveness | Willingness to be proactive in information seeking as well as to provide support to DFF regional programme staff in finalizing media advisory | Maintaining timely and frequent communication with designate DFF regional programme representatives |
| **Task 2.** Press release, simple web and soc. networks post (in English and B/C/MN/S) | Competence | Press release written in a reader-friendly, appealing, clear and concise way, containing all information needed to inform the media and general public about the described activity or event. | Steps described in the ToR are followed.  Press release is clear and non-ambiguous, delivered in prescribed language(s) |
|  | Responsiveness | Willingness to be proactive in information seeking as well as to provide support to DFF regional programme staff in identifying key information that will make a press release reader-friendly, appealing, clear and concise. | Maintaining timely and frequent communication with designate DFF regional programme representatives |
| **Task 3.** Web article / post | Competence | Web article / post written in a reader-friendly, appealing and clear way, containing all information and messages needed to inform the general public about the described activity or event. | Steps described in the ToR are followed.  Web article / post is clear and non-ambiguous, delivered in prescribed language(s) |
|  | Responsiveness | Willingness to be proactive in information seeking as well as to provide support to DFF regional programme staff in identifying key information that will make a press release reader-friendly, appealing, clear and concise. | Maintaining timely and frequent communication with designate DFF regional programme representatives |
| **Task 4.** Video story | Competence | Video script / treatment reflects key messages of the programme and approach needed to communicate with the targeted audience. Video is visually appealing and developed based on preferences of targeted audiences and specific, jointly agreed objectives. Video clearly communicates key information and messages about the DFF regional programme and described activity or event. | Steps described in the ToR are followed.  Video is produced in HQ video and audio, edited according to common standards, delivered in prescribed language(s) |
|  | Responsiveness | Willingness to be proactive in information seeking and proposing appropriate approach to produce video that targeted audiences understand and can relate to. | Maintaining timely and frequent communication with designate DFF regional programme representatives |
| **Task 5.** Event preparation, coordination and management | Responsiveness | Willingness to be proactive in information seeking and proposing appropriate approach to ensure all of the subtasks within task 5 are delivered. | Maintaining timely and frequent communication with designate DFF regional programme representatives |
|  | Speed and Efficiency | Ability to deliver product or service promptly with agreed resources | All subtasks are completed in agreed timeline, maximizing interest / attendance of the media, without affecting quality of the event |
|  | Competence | Ability to propose approach and deliver services to ensure substantive media attendance and clarity in communication about the event | Steps described in the ToR are followed.  Media briefs and clear and non-ambiguous, delivered in prescribed language(s) |
| **Task 6.** Support to engagement of online influencers aiming to ensure their contribution to achievement of DFF regional programme objectives | Responsiveness | Willingness to be proactive in information seeking and proposing appropriate approach and online influencers who can contribute to achievement of DFF objectives | Maintaining timely and frequent communication with designate DFF regional programme representatives |
|  | Speed and Efficiency | Ability to deliver service promptly with agreed resources, and to coordinate activities of influencers for the achievement of DFF objectives | All subtasks are completed in agreed timeline, maximizing interest / participation of influencers, without negative effects on DFF regional programme |
|  | Competence | Ability to propose approach and deliver services to ensure substantive media attendance and clarity in communication about the event | Steps described in the ToR are followed. |
| **Task 9.** Brokering media appearances and placement of positive narratives/stories in mainstream media outlets | Responsiveness | Willingness to be proactive in researching and proposing the best approach and media outlets for placement of described communication tools | Maintaining timely and frequent communication with designate DFF regional programme representatives |
|  | Speed and Efficiency | Ability to deliver service promptly with agreed resources | All subtasks are completed in agreed timeline, maximizing outreach through smart selection of media outlets, proven with appropriate analytics |
|  | Competence | Ability to propose approach and deliver services to ensure effective communication towards targeted audiences | Steps described in the ToR are followed. |

Should the Service Provider fail to deliver services as per defined minimum standards (KPI) or following steps described in the Scope of Work or according to agreed monthly activity plans, DFF regional programme may withhold the payment or cancel the contract.

1. **governance and accountability**

The Service Provider will act under direct supervision of the designate representatives of DFF regional programme (DFF Regional Programme Coordinator and UNDP Communication Analyst) and will submit reports and seek approval for any and all actions from them.

Monthly Activity Plans and Monthly Activity Reports will be submitted in line with the *Scope of Work* and *Deliverables and Schedules* unlessotherwise requested by designate representatives of DFF regional programme. The Service Provider may be requested to present report on activities to the regional programme steering board.

The Service Provider will maintain direct communication with representatives of implementing UN agencies within three countries, in order to ensure delivery of high quality services tailored for specific audiences and/or a country.

Final approval on undertaking of specific activities remains with designate representatives of the DFF regional programme as mentioned above.

1. **FACILITIES TO BE PROVIDED BY UNDP**

The UNDP Team will be available to transfer the specific knowledge on the Project which can be useful for the Service Provider. The UNDP Team will consist of:

* Joint UN Programme Coordinator
* Respective Joint regional programme representative in Montenegro
* Respective Joint Regional Programme representative in Serbia
* UNDP Communications Analyst

The implementation of this activity does not foresee support personnel or logistic support to be provided by UNDP at any stage of implementation.

1. **EXpected duration of the contract**

The timeframe for delivering services under this ToR begins with the date of the signature and ends on 31 July 2020.

1. **DUTY STATION**

The Service Provider is expected to deliver services in three countries: Bosnia and Herzegovina, Montenegro, and Serbia, which is why the Service Provider (representatives of) is expected to have a substantive presence in each of the three countries throughout the contract implementation period. Failure in delivery of services as per defined minimum standards (KPI) or following steps described in the Scope of Work, caused by lack of presence in given countries or otherwise, may result in withholding of payment or cancelation of contract.

1. **professional qualifications of the successful contractor and its key personel**

In order to ensure delivery of high quality public relations services, successful contractor is expected to have strong and proven experience in delivering PR services in minimum two of three mentioned countries, familiarity with key issues impeding social cohesion, as well as the understanding and ability to relate to any / all of the cultures / targeted audiences across the region. Skills and proven track record in delivering advocacy campaigns focused on social good, youth empowerment, empowerment of women and building social cohesion will be strong assets.

Successful contractor is expected to establish a cross-border team with minimum number of persons and profiles as follows:

|  |  |
| --- | --- |
| **Position** | **Required Competencies and Conditions** |
| Team Leader/ Lead account Manager (Bosnia and Herzegovina) | - At least five (5) years of general work experience  - Experience in managing projects or initiatives related to public relation and communication services or related field and similar assignments,  - Educated to a university degree in management, marketing, communication sciences, public relations or related field  - Fluency in local language, working knowledge of the English language |
| Social media expert / social media manager - 2 persons | - At least five (5) years of general work experience  - Experience in social media content management or related field and managing similar assignments,  - Educated to a university degree in journalism, communication sciences, public relations, marketing or related field,  - Fluency in local language, working knowledge of the English language |
| Strategic Planner | - At least five (5) years of general work experience  -Experience in strategic planning and management or related field and managing and planning similar assignments,  - Educated to a university degree in management, economics, marketing, journalism or related field,  - Fluency in local language |
| Public Relations Expert | - At least five (5) years of general work experience  -Experience in projects or initiatives related to public relation and communication services or related field and implementation of similar assignments,  - Educated to a university degree in journalism, public relations, communications, marketing or related field, Master degree is preferable  - Fluency in local language, excellent knowledge of the English language |
| Video Producer | - At least five (5) years of general work experience  -Experience related to video production, recording and editing and implementation of similar assignments,  -Formal background in communications, cinematography, broadcasting, video editing or related field; educated to a secondary school degree  - Fluency in local language |
| Copywriter | -At least five (5) years of general work experience  -Experience in journalism, or related communication field and implementation of similar assignments,  - Educated to a university degree in communications, journalism, literature, linguistics, marketing or related field  - Fluency in local language, Excellent English language writing and editing |
| Designer | -At least five (5) years of general work experience  -Experience in graphic design and online content design and implementation of similar assignments, including experience in use of arts and Graphic Software; previous Experience in Design Programs  - Educated to a university degree in Arts, Design, or related field  - Fluency in local language, working knowledge of the English language |
| Account manager in Serbia | - At least five (5) years of general work experience  -Experience in managing projects or initiatives related to public relation and communication services or related field and managing similar assignments,  - Educated to a university degree in management, social sciences, communications, public relations or related field  - Fluency in local language, working knowledge of the English language |
| Account manager in Montenegro | - At least five (5) years of general work experience  -Experience in managing projects or initiatives related to public relation and communication services or related field and managing similar assignments,  - Educated to a university degree in management, social sciences, communications, public relations or related field  - Fluency in local language, working knowledge of the English language |

1. **Reporting**

Reporting is considered as the formal presentation of relevant indicators / information and is related to service delivery under these Terms of Reference. The Service Provider is expected to provide reports for approval by the DFF regional programme designate representatives. Following reports are required, as listed in the Scope of Work:

a) Monthly Activity Reports

The Monthly Activity Reports should be submitted in standardized format and are considered basis for issuing request for payment for successfully delivered services.

b) Final report

Submitted upon completion of services, no later than 2 weeks prior to end of the contract. The final report should contain information on the achievement of objectives, results and outputs, media clipping and recordings of brokered stories / interviews / op-eds, as well as stats on social media outreach.

1. **Price and schedule of payments**

Since the exact number of several outputs/services under this ToR will be determined based on DFF regional programme needs and approved activity plans, the bidder is requested to provide cost estimate for a specific service / deliverable / activity calculated as sum of units or a lump sum.

a) The contract price is an output-based price regardless of extension or decrease of the herein specific implementation duration. The number of performed tasks will determine the amount of the payment. UNDP reserves the right to reject the implementation of some assignment tasks.

b) The computation of the contract price shall include professional fees, travel expenses, living allowances, taxes, logistics costs and all applicable other costs related to the implementation of the required tasks. The project will cover no additional cost, not listed in the bidder’s proposal, that falls under the implementation of the tasks listed in section 6. Deliverables and schedules / expected outputs.

Payments will be made based on successful achievement delivery of specific services during the reporting period and submission and written acceptance by UNDP of the monthly activity reports.

**Remark:** UNDP holds the right to reject development or implementation of some of assignment tasks or to reduce the scope of assignment tasks. In that case, the price of the rejected or reduced tasks would be subtracted from the total price.

# 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 | ☐ |
| * Form B: Bidder Information Form | ☐ |
| * Form C: Joint Venture/Consortium/ Association Information Form | ☐ |
| * Form D: Qualification Form | ☐ |
| * Form E: Format of Technical Proposal | ☐ |
| * Awards received for similar scope of work/services outlined in this RfP | ☐ |
| **Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?** | ☐ |

**Financial Proposal Envelope**

**(Must be submitted in a separate sealed envelope/password protected email)**

|  |  |
| --- | --- |
| * Form F: Financial Proposal Submission Form | ☐ |
| * Form G: Financial Proposal Form | ☐ |

## **Form A:** Technical Proposal Submission Form

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | 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:

1. 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;
2. 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;
3. have no conflict of interest in accordance with Instruction to Bidders Clause 4;
4. 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);
5. 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;
6. 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:** BidderInformation 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?** | ☐ Yes ☐ No If yes, [insert UGNM vendor number] |
| **Are you a UNDP vendor?** | ☐ Yes ☐ 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:** | * Company Profile, which should not 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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |  |
| Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

## 

## **Form D:** QualificationForm

|  |  |  |  |
| --- | --- | --- | --- |
| 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 3 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 |
|  | *Information from Balance Sheet* | | |
| Total Assets (TA) |  |  |  |
| Total Liabilities (TL) |  |  |  |
| Current Assets (CA) |  |  |  |
| Current Liabilities (CL) |  |  |  |
|  | *Information from Income Statement* | | |
| 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:

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

## **Form E:** Format ofTechnical 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. Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
  2. General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
  3. Relevance of specialized knowledge and experience on similar engagements done in the region/country.
  4. Quality assurance procedures and risk mitigation measures.
  5. Organization’s commitment to sustainability.

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

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

* 1. 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. The methodology shall also include details of the Bidder’s internal technical and quality assurance review mechanisms.
  3. Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
  4. Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
  5. Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
  6. Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
  7. Any other comments or information regarding the project approach and methodology that will be adopted.

**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**

* 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.
  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 | *[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]* |
| [Insert] |
| Professional certifications | *[Provide details of professional certifications relevant to the scope of services]* |
| * Name of institution: [Insert] * Date of certification: [Insert] |
| Employment Record/ Experience | *[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]* |
| [Insert] |
| References | *[Provide names, addresses, phone and email contact information for two (2) references]* |
| Reference 1:  [Insert]  Reference 2:  [Insert] |

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

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Personnel Date (Day/Month/Year)

## **Form F:** Financial Proposal Submission Form

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | [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 ProposalForm

|  |  |  |  |
| --- | --- | --- | --- |
| 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) |  |
| **Price per Deliverable** (from Table 4) |  |
| **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* |
|  | Team Leader/ Lead Acccount Manager (Bosnia and Herzegovina) |  |  |  |
|  | Social media expert / social media manager 1 |  |  |  |
|  | Social media expert / social media manager 2 |  |  |  |
|  | Strategic Planner |  |  |  |
|  | Public Relations Expert |  |  |  |
|  | Video Producer |  |  |  |
|  | Copywriter |  |  |  |
|  | Designer |  |  |  |
|  | Account manager in Serbia |  |  |  |
|  | Account manager in Montenegro |  |  |  |
|  | Other staff (if necessary) |  |  |  |
| **Subtotal Professional Fees:** | | | |  |

**Table 3: Breakdown of Other Costs**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **UOM** | **Quantity** | **Unit Price** | **Total Amount** |
| International flights | Trip |  |  |  |
| Subsistence allowance | Day |  |  |  |
| Miscellaneous travel expenses | Trip |  |  |  |
| Local transportation costs | Lump Sum |  |  |  |
| Event logistic costs | Per event |  |  |  |
| Out-of-Pocket Expenses |  |  |  |  |
| Other Costs: (please specify) |  |  |  |  |
| **Subtotal Other Costs:** | | | |  |

**Table 4: Breakdown of Price per Deliverable/Activity (sum of table 2 and 3)**

Since exact number of several outputs/services under this ToR will be determined based on DFF regional programme needs and approved activity plans, **bidder is requested to provide cost estimate for a specific service / deliverable / activity with each budget item (including staff) detailed under the task it falls under and calculated as a) price per unit and b) sum of units, or c) a lump sum.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Deliverable/**  **Activity description** | **Time**  (person days) | **Professional Fees** | **Other Costs** | **Total** |
| **1** | Task 1 Producing and disseminating a media advisory (in B/C/MN/S) **– sum of 15 items** |  |  |  |  |
|  | **Staff (please indicate each position)** |  | xx |  |  |
|  | **Other costs (please itemize)** |  |  | xx |  |
| **2** | Task 2 Producing and disseminating a press release, plus simple social networks posts (in English and B/C/MN/S) **– sum of 15 items** |  |  |  |  |
| **3** | Task 3 Producing web news / post (in English and B/C/MN/S) **– sum of 20 items** |  |  |  |  |
| **4** | Task 4 Producing a short video story **– sum of 6 items** |  |  |  |  |
| **5** | Task 5 Event preparation, coordination and management – **sum of 8 items** |  |  |  |  |
| **6** | Task 6 Support to engagement of online influencers aiming to ensure their contribution to achievement of DFF regional programme objectives  *See ToR for description of costs which may not be included in the bid* |  |  |  |  |
| **7** | Task 7 Support to communicating via social media |  |  |  |  |
| **8** | Task 8 Conduct audience profiling for effective communication |  |  |  |  |
| **9** | Task 9 Broker media appearances and placement of positive narratives/stories (produced about and by beneficiaries) in mainstream media outlets  *See ToR for description of costs which may not be included in the bid* |  |  |  |  |
| **10** | Task 10 Produce monthly activity plans based on DFF regional programme needs and annual work plan |  |  |  |  |
| **11** | Task 11 Produce monthly activity reports on all activities conducted by the Service Provider |  |  |  |  |
| **12** | Task 12 Produce final report on all activities conducted by the Service Provider |  |  |  |  |
|  | **Total (1.b+2.b+3.b+4.b+5.b+ 6+7+8+9+10+11+12)** |  |  |  |  |

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. [↑](#footnote-ref-2)
2. <http://ba.one.un.org/content/unct/bosnia_and_herzegovina/en/home/what-we-do/joint-projects/dialogue-for-the-future--fostering-dialogue-and-social-cohesion-.html> [↑](#footnote-ref-3)
3. Persons born 1997 or after, <http://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/> [↑](#footnote-ref-4)
4. Persons born 1981 to 1996, <http://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/> [↑](#footnote-ref-5)