



Empowered lives.  
Resilient nations.

## REQUEST FOR PROPOSAL RFP 058/20

NAME & ADDRESS OF FIRM	DATE: May 19, 2020
	REFERENCE: Support Development of Communication Strategy and Framework of Actions for Anti- Corruption and Judicial Reforms

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Support Development of Communication Strategy and Framework of Actions for Anti-Corruption and Judicial Reforms** (detailed TOR is attached separately as Annex 1a).

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals need to be submitted on or before **8 June 2020, 4:00pm** local Yerevan time (GMT +4) via email, courier mail to the address below:

Or submit via e-mail to the following e-mail address: [tenders.armenia@undp.org](mailto:tenders.armenia@undp.org)

***Please note that proposals received through any other e-mail address will not be considered.***

**Your Proposal must be expressed in the English**, and valid for a minimum period of 60 calendar days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) 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.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

*Procurement Unit / UNDP Armenia*

## Description of Requirements

Context of the Requirement	<b>Support Development of Communication Strategy and Framework of Actions for Anti-Corruption and Judicial Reforms</b>
Implementing Partner of UNDP	N/A
Brief Description of the Required Services <sup>1</sup>	UNDP will support development of a communication strategy/action plan and will facilitate diversity of communication and dialogue platforms to enhance transparent and participatory reform process, thus helping the Government to build trust between the different actors of the reform process, including from executive, legislative, judiciary, business and civil society.
List and Description of Expected Outputs to be Delivered	Please see attached Terms of Reference (TOR), Annex 1a
Person to Supervise the Work/Performance of the Service Provider	Marine Malkhasyan, Rule of Law, Justice, Human Rights and Social Sector Programme Coordinator
Frequency of Reporting	<i>weekly</i>
Progress Reporting Requirements	On regular basis
Location of work	<input type="checkbox"/> Exact Address/es <i>[pls. specify]</i> <input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	4 months
Target start date	June 20, 2020
Latest completion date	October 15, 2020
Travels Expected	N/A
Special Security Requirements	<input type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance <input checked="" type="checkbox"/> Not Required
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input checked="" type="checkbox"/> Not Required
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
	<input type="checkbox"/> United States Dollars

<sup>1</sup> A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Currency of Proposal	<input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency																	
Value Added Tax on Price Proposal <sup>2</sup>	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes																	
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																	
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted																	
Payment Terms <sup>3</sup>	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Deliverable 1: Communication Strategies and Action Plans for Judicial and Anti-Corruption reforms developed</td> <td>50</td> <td>After 1 month of contract signed</td> <td rowspan="3">           Within thirty (30) days from the date of meeting the following conditions:            a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and            Receipt of invoice from the Service Provider.         </td> </tr> <tr> <td>Deliverable 2: Selected list of Communication and outreach campaigns/activities implemented</td> <td>50</td> <td>After 3 months of contract signed</td> </tr> <tr> <td>Deliverable 3: Capacity in strategic communication strengthened</td> <td></td> <td>After 4 months of contract signed</td> </tr> </tbody> </table>				Outputs	Percentage	Timing	Condition for Payment Release	Deliverable 1: Communication Strategies and Action Plans for Judicial and Anti-Corruption reforms developed	50	After 1 month of contract signed	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and Receipt of invoice from the Service Provider.	Deliverable 2: Selected list of Communication and outreach campaigns/activities implemented	50	After 3 months of contract signed	Deliverable 3: Capacity in strategic communication strengthened		After 4 months of contract signed
Outputs	Percentage	Timing	Condition for Payment Release															
Deliverable 1: Communication Strategies and Action Plans for Judicial and Anti-Corruption reforms developed	50	After 1 month of contract signed	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and Receipt of invoice from the Service Provider.															
Deliverable 2: Selected list of Communication and outreach campaigns/activities implemented	50	After 3 months of contract signed																
Deliverable 3: Capacity in strategic communication strengthened		After 4 months of contract signed																
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Marine Malkhasyan, Rule of Law, Justice, Human Rights and Social Sector Programme Coordinator																	
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement <sup>4</sup> <input type="checkbox"/> Other Type of Contract																	
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers																	

<sup>2</sup> VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

<sup>3</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

<sup>4</sup> Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$100,000.00.

	<p><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution), where the minimum passing score of technical proposal is 70%.</p> <p><input type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.</p>
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <p><input checked="" type="checkbox"/> Expertise of the Firm (<b>max score: 300</b>), including:</p> <ul style="list-style-type: none"> <li>- Minimum five years of professional experience in communications, public relations, marketing or a related field. (<b>max score: 100</b>).</li> <li>- Proven experience in developing and implementing public relations and communications strategies/ action plans. Proven experience in developing high impact content in various traditional/innovative formats (press releases, storytelling, content for websites, video, blog, visuals/infographic, social media posts, audio, etc.) targeting different audience segments (<b>max score: 100</b>).</li> <li>- Excellent understanding of the media and social media landscape in Armenia. Proven ability to design and implement efficient and targeted media and social media campaigns. Familiarity with the innovative technical advancements and its application in communication and public relations; tech savvy staff preferred (<b>max score: 100</b>).</li> </ul> <p><input checked="" type="checkbox"/> Methodology, its Appropriateness to the Conditions and Implementation Plan (<b>max score: 250</b>), including:</p> <ul style="list-style-type: none"> <li>- Task implementation approach, including detailed description of implementation methods and milestones to carry out the proposed task; a detailed work plan with timelines for the Deliverables/Outputs (<b>max score: 250</b>)</li> </ul> <p><input checked="" type="checkbox"/> Qualification of Key Personnel (<b>max score: 450</b>), including:</p> <ul style="list-style-type: none"> <li>- Team Leader, a minimum of 5-year professional experience in public relations/communications/marketing (<b>max score: 150</b>);</li> <li>- Communications Expert, a minimum of 5-year experience in designing effective communications campaigns; (<b>max score: 100</b>);</li> <li>- Account manager, a minimum of 3-year professional experience and experience in similar assignments (<b>max score: 100</b>);</li> <li>- Photographer, a minimum of 3-year professional experience (<b>max score: 50</b>);</li> <li>- Graphic designer, a minimum of 3-year professional experience (<b>max score: 50</b>);</li> </ul> <p><b><u>Financial Proposal (30%)</u></b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>

UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors: N/A
Annexes to this RFP <sup>5</sup>	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) <sup>6</sup> <input checked="" type="checkbox"/> Detailed TOR <input type="checkbox"/> Others <sup>7</sup> [pls. specify]
Contact Person for Inquiries (Written inquiries only) <sup>8</sup>	<i>Procurement Unit, UNDP Armenia</i> <a href="mailto:procurement.armenia@undp.org">procurement.armenia@undp.org</a> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	

<sup>5</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>6</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>7</sup> A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

<sup>8</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

## Terms of Reference

### Support Development of Communication Strategy and Framework of Actions for Anti-Corruption and Judicial Reforms

#### A. Background

Armenia has demonstrated promising developments in advancing anti-corruption policy reforms following the “velvet revolution” in 2018 and the formation of a new parliament. The 2019 [Corruption Perceptions Index Report](#) ranked Armenia 77 out of 180 countries and territories, up from the 105<sup>th</sup> place in 2018. However, despite these significant improvements, conflicts of interests and non-transparent and unaccountable public operations remain impediments to ending corruption in the country. Increasing public trust in law enforcement and the judiciary are thus critical first steps in ensuring appropriate checks and balances and improving anti-corruption (AC) efforts.

In response to a request from the Government of Armenia (GoA) for support on RoL reforms, UNDP deployed a scoping mission<sup>9</sup> in July 2019, to take stock of the current situation in the country and identify justice and RoL areas where UNDP and UNODC can offer support which is complementary to, and coordinated with, the work of other international partners.

As a follow-up to the scoping mission, UNDP supported the GoA in the final stages of designing its draft Judicial Strategy 2019-23 and Anti-Corruption Strategy 2019-22, through international peer-review and recommendations. While both strategies include a number of priority areas, there are several ones that require immediate response, including the integrity and independence mechanisms for the judiciary, an e-justice system in support of the efficiency of the judiciary and overall justice system, and institutional set-up for anti-corruption mechanism.

On GoA’s request, UNDP moreover deployed three fact-finding missions in December 2019 and January 2020 as an immediate response to identified needs. The missions focused on assessing the merits of an e-justice system with specific focus on a merit-based e-recruitment system for judges and an e-court/case management system, and anti-corruption measures with the current and future institutional and legal set-up.

While both strategies include a number of priority areas, there are several that require immediate response, in particular the integrity and independence mechanisms for the judiciary, an e-justice system in support of the efficiency of the judiciary and overall justice system, and institutional set-up for a corruption prevention mechanism, **as well as defined, strategized and targeted communication and awareness raising activities to deliver the right messages to the public and make the process as transparent as possible.**

To address the listed issues, public awareness raising, and engagement will be an integral part of the planned activities and this comes as one of the most urgent needs to be supported on both judicial and anti-corruption fronts. The communication and outreach to public and respective stakeholders on the judicial and anti-corruption reforms is a burning priority now and Government is in need for quick and efficient methods of communication but also needs capacity development to be able to deliver a communication and outreach campaign.

#### B. Scope of Work

UNDP will support development of a communication strategy/action plan and will facilitate diversity of communication and dialogue platforms to enhance transparent and participatory reform process,

<sup>9</sup> The mission was organized by the UNDP Country Office with support of the HQ Rule of Law and Global Anti-Corruption Teams, including also the United Nations Office on Drugs and Crime (UNODC) and the Bingham Institute of Rule of Law.

thus helping the Government to build trust between the different actors of the reform process, including from executive, legislative, judiciary, business and civil society.

This objective is directly linked to and derives from the 2019-2023 RA Strategy and respective Action Plans on Judicial and Legal Reforms and the 2019-2022 RA Strategy and Action Plan on Anti-Corruption Reforms.

Both strategies, amongst others, envisage separate components on communication, education and awareness raising activities which should accompany the full process of reforms, bringing them closer to people.

For this particular ToR a local Company specialized in communication and public relations will be required: to develop communication strategies and action plans on based on judicial and anti-corruption reforms priorities; and to design innovative communication initiatives for different target groups to share the process of the reforms and delivery of Government main messages; to increase the capacities of the respective institutions to implement communication activities and to be able to engage in meaningful dialogue with the public.

The Strategy should have very strong civic engagement focus and new and innovative solutions for more efficient and far-reaching communication and outreach effects. The communication should focus on behavioral patterns and insights aiming to be clear to and reaching the ones left far behind.

UNDP will contract the Company to bring together a team of experts with the following indicative profiles (the team and range of profiles can differ depending on the proposed strategy and plan of the contracted Company): a Communication Expert, an Advocacy Expert, Graphic Designer, an Expert in Sociology, etc. The Company will work under direct supervision of **UNDP CO ROLJHR** focal point and overall guidance of the DG Portfolio UNDP DRR, UNDP Communications Analyst in coordination with the **Ministry of Justice**. The Company will perform the following tasks:

The Company will have more than one intervention to cover the below listed scope of work identified in the following deliverables:

**In particular, the Company will perform the following duties:**

- **Assessment of the baseline public perception** of the system, using also the data which is already available in the sector;
- **Development of communication strategy with concrete short-, mid- and long-term actions** to keep the public tuned and pat of the anti-corruption and judicial measures the Government is permanently taking;
- **Implementation of selected communication and awareness raising activities (with both traditional and innovative tools)** targeting various groups including civil society, academia, young people, older generation, professional groups, international partners (efforts to increase the image of Armenia at international platforms), etc.
- **Capacity building activities for different sector stakeholders.**

### **C. Deliverables:**

**Deliverable 1: Communication Strategies and Action Plans for Judicial and Anti-Corruption reforms<sup>10</sup> developed, including**

---

<sup>10</sup> **Note:** While both strategies include a number of priority areas, there are several that require immediate response and will be the key building blocks of the Communications Strategies.



- Baseline public perception Surveys on judicial and anti-corruption issues (may be done through desk review and data analysis of the social media); *Note: If budget so allows, a public opinion poll + focus group discussions would be conducted. A similar survey after the project is completed to check whether it has influenced public perceptions may be conducted.*
- Stakeholder analysis to identify institutional communication needs and gaps of the Ministry of Justice of Armenia, the Supreme Judicial Council and the Corruption Prevention Commission and any other government stakeholder involved in or benefitting from the implementation of the project.

Judicial strategy, *inter alia*, will include the following components as key areas :

- Setting-up new culture of communication to the profession and citizenry to re-inaugurate the image and position of the judge and bring the justice closer to people,
- Outreaching to the public and to the judges the new mechanisms and provisions of integrity check and selection of the judges,
- Communicating to the public about electronic tools within justice sector, including why it is important to reduce backlogs, why and how this and other measures as ADR will enhance access to justice.
- Anti-Corruption Strategy will, *inter alia*, address the following components:
- Raising awareness of the risks of corruption and identifying the main need on establishing a sustainable system of national integrity,
- Outreaching to the public the efforts made within the Anti-Corruption Strategy,
- Communicating to the public about the Anti-Corruption institutional set-up, their roles, functionality and responsibilities in the framework of fight against corruption,
- Separate section of activities for Corruption Prevention Commission as in particular focusing on outreaching to the public main functions and responsibilities, as well as identifying institutional communication needs and recommendations of the Commission,
- The main mechanisms and provisions of the Law "On civil forfeiture of illegal assets".
- The Strategies should have very strong civic engagement focus and new and innovative solutions for more efficient and far-reaching communication and outreach effects. The communication should focus on behavioral patterns and insights aiming to be clear to and reaching the ones left far behind.

**Deliverable 2: Selected list of Communication and outreach campaigns/activities implemented:**

- Communication and outreach campaigns/activities (with agreed range and list of actions approved by UNDP and MoJ – to be prioritized and selected from the wide range of Comms Strategies and Action Plan) implemented. Implementation reports, including mainstream and social media coverage.

**Deliverable 3: Capacity in strategic communication strengthened:**

- Training and coaching in strategic communication and public relations for the press offices, communication units, spokespersons and other responsible units of the Ministry of Justice and other relevant institutions based on the results of the stakeholder analysis.

**D. Qualifications of the Successful Company:**

**Competencies:**

- Minimum five years of professional experience in communications, public relations, marketing or a related field
- Proven experience in developing and implementing public relations and communications strategies/ action plans
- Proven experience in developing high impact content in various traditional/innovative formats (press releases, storytelling, content for websites, video, blog, visuals/infographic, social media posts, audio, etc.) targeting different audience segments
- Excellent understanding of the media and social media landscape in Armenia. Proven ability to design and implement efficient and targeted media and social media campaigns.
- Familiarity with the innovative technical advancements and its application in communication and public relations; tech savvy staff preferred
- Demonstration of creativity and efficiency in production of communication materials/products
- Ability to understand the project goals and complete demanding tasks within deadlines
- Flexibility, high responsiveness and full commitment during the contract period.

**Key personnel qualifications:**

- Team Leader, a minimum of 5-year professional experience in public relations/communications/marketing;
- Communications Expert, a minimum of 5-year experience in designing effective communications campaigns;
- Account manager, a minimum of 3-year professional experience and experience in similar assignments,
- Photographer, a minimum of 3-year professional experience,
- Graphic designer, a minimum of 3-year professional experience.

**E. Schedule of payment**

The Company will be paid in two installments as per the final deliverables as described in this ToR and per below table:

Deliverables	Timeline	Installments
Deliverable 1	1 month from the moment of contract issue	50%
Deliverable 2	2 months from the moment of finalization of draft of Strategies and APs and agreement of actions with MoJ and UNDP	50%
Deliverable 3	1 month from the moment of finalization of draft of Strategies and APs and agreement of actions with MoJ and UNDP. Parallel to Comms campaign and activities.	

## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>11</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>12</sup>)*

[insert: Location]

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

### A. Qualifications of the Service Provider

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.
- g) Links to developed similar products and successfully completed assignments. For more documents (details) please see the ToR, Annex 1a, paragraph C.

### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

### C. Qualifications of Key Personnel

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

<sup>11</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>12</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

D. **Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price</b> <i>(Lump Sum, All Inclusive),</i> <i>currency</i>
1	Deliverable 1: Communication Strategies and Action Plans for Judicial and Anti-Corruption reforms developed	50%	
2	Deliverable 2: Selected list of Communication and outreach campaigns/activities implemented	50%	
3	Deliverable 3: Capacity in strategic communication strengthened		
	<b>Total</b>	<b>100%</b>	

*\*This shall be the basis of the payment tranches*

E.

F. **Cost Breakdown by Cost Component [This is only an Example]:**

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's  
Authorized Person]*

*[Designation]*

*[Date]*

## **Annex 3**

(Attached separately)