REQUEST FOR PROPOSAL (RFP)

Date: 31 May 2022

Dear Sir/Madam,

We kindly request you to submit your proposal on “Development and Implementation of Digital and Social Media Campaign as part of Digitally Enabled and Digitally Equipped [GATE]” project”.

Please be guided by the form attached hereto as Annex II, in preparing your Proposal. Your Proposal must be expressed in English, and valid for a minimum period of 60 days.

Proposals may be submitted on or before Tuesday, June 14, 2022 (proposals cannot be received after 16:30 Tehran local time) and via below email address:

bid.ir@undp.org

Please note that the subject of your submission email should be ONLY:

IRNUNDP22037

Using any other subject for your email will result in disqualification of your proposal by UNDP automated emailing system.

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.

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 percent (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 III.

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: https://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html

UNDP encourages 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: https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Gulbahor Nematova
Deputy Resident Representative

Enclosed Documents:

- Annex I, Description of Requirements
- Annex II, Forms for Submitting Service Provider’s Proposal
- Annex III, General Terms and Conditions for Services
- Annex IV, Terms of Reference
### Annex I

#### Description of Requirements

| Context of the Requirement | The GATE project has its roots in one of UNDP Iran’s flagship interventions Rapid Socio-Economic Response (RASER). The overall objective of this initiative is to contribute to address the socio-economic impact of the COVID-19 pandemic on vulnerable populations and affected businesses in the three provinces of Tehran, Lorestan and Hormozgan through the introduction of an innovative (Building Forward Better), rapidly scalable response and recovery measures. To obtain the desired result of “digitally enabled and digitally equipped” project with following output has been formulated and implemented: By facilitating access to market intelligence and making well-targeted investments in key skill sets and know-how (human capital) and tools (connectivity, hardware, etc.) the inclusion of COVID-19 impacted MSMEs into the growing digital economy of Iran (e-commerce and e-marketing) can be accelerated in a cost-effective manner, with positive repercussions in terms of employment and disposable income among vulnerable households. The successful roll-out and implementation of the GATE project however depends on a good understanding and usage of the onboarded local products by citizens in the urban areas as the buyers on the digital marketplaces. This is intended to be achieved through a wide range of information and communication interventions involving the use of public awareness program, printed materials (posters, brochures, stickers) as well as social media campaigns targeting citizens in the big cities in the country. To give visibility to the above-mentioned activities, UNDP Iran plans looks for professional services to develop and implement a digital and social media campaign to reach and engage the audiences through different media channels. |
| Implementing Partner of UNDP | Not Applicable |
| Brief Description of the Required Services | The overall objective of this professional services is to design and implement a comprehensive public awareness campaign over a period of two weeks to raise awareness and understanding of consumption of locally produced goods among the online marketplace’s buyers at national level that will advocate and promote the values of supporting local communities in the rural areas. This will have a positive impact on changing public’s perception and paying particular attention to the locally made products. |
| List and Description of Expected Outputs to be Delivered | To raise awareness of the public about the particular importance to the topic of territorial brand and supporting local producers and farmers to be linked to the markets directly as highlighted out below bullets: |
In rural areas, agricultural and food products is an essential part of distinctive assets. Indeed, the communication of locally made product quality based on geographical origin has become an established value-adding strategy in the local economic development.

- Using a collective brand by different enterprises (producers, processors) which are not necessarily the owner of the brand allows the bringing together of MSMEs, while providing them with a common image and brand awareness among consumers.

For further information, please see Annex IV, Terms of Reference

<table>
<thead>
<tr>
<th><strong>Person to Supervise the Work/Performance of the Service Provider</strong></th>
<th>UNDP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Frequency of Reporting</strong></td>
<td>Please see Annex IV, Terms of Reference</td>
</tr>
<tr>
<td><strong>Progress Reporting Requirements</strong></td>
<td>Updates on the progress of the activities</td>
</tr>
<tr>
<td><strong>Location of work</strong></td>
<td>Contractor’s own location with site visits to three provinces as mentioned in the ToR</td>
</tr>
<tr>
<td><strong>Expected duration of work</strong></td>
<td>Approximately one month</td>
</tr>
<tr>
<td><strong>Target start date of Contract</strong></td>
<td>Late-June 2022</td>
</tr>
<tr>
<td><strong>Latest completion date of Contract</strong></td>
<td>End-July 2022</td>
</tr>
<tr>
<td><strong>Travels Expected</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Special Security Requirements</strong></td>
<td>Not Applicable</td>
</tr>
<tr>
<td><strong>Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)</strong></td>
<td>Not Applicable</td>
</tr>
<tr>
<td><strong>Implementation Schedule indicating breakdown and timing of activities/sub-activities</strong></td>
<td>Required</td>
</tr>
<tr>
<td><strong>Names and curriculum vitae of individuals who will be involved in completing the services</strong></td>
<td>Required</td>
</tr>
<tr>
<td><strong>Currency of Proposal</strong></td>
<td>IRR</td>
</tr>
<tr>
<td><strong>Value Added Tax on Price Proposal</strong></td>
<td>Must be inclusive of VAT and other applicable indirect taxes</td>
</tr>
<tr>
<td><strong>Validity Period of Proposals (Counting for the last day of submission of quotes)</strong></td>
<td>60 days</td>
</tr>
</tbody>
</table>

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.
### United Nations Development Programme

<table>
<thead>
<tr>
<th>Partial Quotes</th>
<th>Not permitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment Terms</td>
<td>Instalments as per Annex IV, TOR</td>
</tr>
<tr>
<td>Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment</td>
<td>UNDP</td>
</tr>
<tr>
<td>Type of Contract to be Signed</td>
<td>Professional Service Contract</td>
</tr>
</tbody>
</table>

#### Criteria for Contract Award
- Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively, where the minimum passing score of technical proposal is 70%.
- Full acceptance of the UNDP Contract General Terms and Conditions (GTC).

#### Criteria for the Assessment of Proposal
- **Technical Proposal (70%)**
  - Expertise of the Firm – 25%
  - Methodology and Action Plan – 50%
  - Qualification of Key Personnel – 25%

- **Financial Proposal (30%)**
  Financial offer will be considered for evaluation only if the technical score of proposal obtains 70% of total technical score

#### UNDP will award the contract to:
One and only one Service Provider

#### Annexes to this RFP
- Form for Submission of Proposal (Annex II)
- General Terms and Conditions / Special Conditions (Annex III)
- Detailed Terms of Reference (Annex IV)

#### Contact Person for Inquiries (Written inquiries only)
Focal Person in UNDP:
Ms. Zahra Golshan
Address:
No. 8 Shahrzad Blvd, Darrous, Tehran – Iran
Fax No.: +98 21 - 22 86 95 47
E-mail address dedicated for this purpose:
zahra.golshan@undp.org

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]
Your offer comprising of complete and signed technical and financial proposals should be sent to UNDP email address:

bid.ir@undp.org

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1. *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.*
2. *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.*
Please note that the subject of your submission email should be ONLY:

IRNUNDP22037

Annex II

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider’s Official Letterhead/Stationery)

[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 31 May 2022 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:

Item A-a: Profile – Please describe the nature of business, field of expertise, licenses,
certifications, accreditations and procedure of decision making;

Item A-b: Business Licenses – Please submit the Registration Papers, etc. and complete Item
A-b;

Item A-c: Latest Financial Statement – Please attach the income statement and balance sheet
to indicate your financial stability, liquidity, credit standing, and market reputation, etc. and list
the attached documents in the following Item A-c;

Item A-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.
Please use Item A-d as a guide to provide the requested information;

Item A-e: Written Self-Declaration – Please note that by completing the following item A-e you
declare that your company is not in the UN Security Council 1267/1989 List, UN Procurement
Division List or Other UN Ineligibility List.

Item A-a

Profile of the Firm/Organization

- Full name of organization (in Farsi):
- Full name of organization (in English):
- Central office address:
- Tel No:
- Fax No:
- E-mail:
- Website:

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3 This serves as a guide to the Service Provider in preparing the Proposal.

4 Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for
verification purposes.
Please note that the subject of your submission email should be ONLY:

IRNUNDP22037

- Name of General Manager:
- Name of Chair of Board of Directors/Trustees:
- Summary of Goals and Mission of Organization:

- Structure of the organization, number of staff including all administrative bodies, core areas of expertise and experience:

Item A-b

<table>
<thead>
<tr>
<th>Legal and Registration Information:</th>
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<tbody>
<tr>
<td><em>Please attach the registration certificates of firm/organization.</em></td>
</tr>
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</table>

- Organization’s year of establishment: (سال شروع فعالیت):
- Organization’s official registration date: (سال ثبت رسمي):

Please specify under which of the following modalities/organizations the entity is registered:

- O Ministry of Interior Office as a Non-governmental/non-profit organization (ثبت در وزارت کشور):
- O Youth national organization (ثبت در سازمان ملی جوانان):
- O Office of registration of companies and industrial ownership (اداره کل ثبت شرکت‌ها و مالکیت صنعتی):
- Others: .................................................................

- Registered under name of: ..........................................................

- Number and date of registration on permission of activity (شماره و تاریخ ثبت مجوز فعالیت):

- Please explain if your firm/organization has any history or experience of disagreement leading to taking any contractual case to law court. If yes, please describe the case.
Please note that the subject of your submission email should be ONLY:

IRNUNDP22037

Item A-c

**Latest Financial Statement:** Please list the required documents you have attached to indicate your financial stability, standing and market reputation, etc.

- Please explain your entity’s relevance of mission and vision of the entity to the objectives of this assignment.

- Please provide previous experience in designing and developing public awareness (including digital) campaigns in Iran

- Please provide your previous experience regarding the implementation of projects in developing related content in Iran

- Please provide your previous experience regarding the developed material in field of urban public space advertisement (please note that provision of photos for would be an advantage)

- Please provide your previous working experience with UN or international organizations

Item A-d

**Track Record and Experiences:** Provide the following information regarding corporate experience within the last ten years which are related or relevant to those required for this contract.

<table>
<thead>
<tr>
<th>Name of project</th>
<th>Client</th>
<th>Contract Value</th>
<th>Start Date</th>
<th>End Date</th>
<th>Contract’s scope</th>
<th>References Contact Details (Name, Phone, Email)</th>
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</table>
Please note that the subject of your submission email should be ONLY:

**IRNUNDP22037**

**Item A-e**

**Written Self-Declaration**

Hereby I declare that my company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

(Please note that by completing and signing this proposal you declare and confirm that your company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.)

**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.*

*(please fill Item B)*

**Item B**

**Proposed Methodology for the Completion of Services**

Please explain your methodology and approach for carrying out the activities and obtaining the expected outputs.

Please explain your understanding of the expected challenges and problems in implementation of this work and explain your approach to address and resolve them:
Please develop an action plan with steps and timeframe for activities to be conducted by your organization including coordination with other organizations required for implementation of the work.

Example:

<table>
<thead>
<tr>
<th>Steps</th>
<th>Involved entities (if applicable)</th>
<th>Timeframe</th>
<th>Responsible entity/individual (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

C. Qualifications of Key Personnel

Please 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 of the key personnel that will perform the services which demonstrates qualifications; and

c) Written confirmation from each personnel that they are available for the entire duration of the contract. Please include the following sentence at the end of each individual’s CV to be signed by the nominated member.

“I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract. I also understand that any wilful misstatement described above may lead to my disqualification, before or during my engagement”

Item C-a

CV of individual(s) to be assigned as Team for the work of this contract (for minimum requirements please see TOR) - please use similar template for all introduced staff, if applicable.

1. Name of Firm/Organization:
2. Full Name of individual:
3. Date of Birth: 4. Nationality:
5. Education:

6. Countries of Work Experience:

7. English Proficiency (for team leader) [Please indicate proficiency: good, fair, or poor in speaking, reading, and writing]:

8. Farsi Proficiency [Please indicate proficiency: good, fair, or poor in speaking, reading, and writing]:

9. Employment Record and previous experiences [Starting with present position, list in reverse order every employment held by individuals since graduation relevant to the work of this work, giving for each employment (see Attachment A): dates of employment, name of employing organization, positions held.]
Please note that the subject of your submission email should be ONLY:

IRNUNDP22037

Financial Proposal

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

Table 1: Summary of Overall Prices

<table>
<thead>
<tr>
<th>Amount(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Fees (from Table 2)</td>
</tr>
<tr>
<td>Other Costs (from Table 3a+Table 3b)</td>
</tr>
<tr>
<td>VAT</td>
</tr>
<tr>
<td>Total Amount of Financial Proposal</td>
</tr>
</tbody>
</table>

Table 2: Breakdown of Professional Fees

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Fee Rate/day</th>
<th>No. of Days</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Team (Please indicate the position of other team members if you have considered any)</td>
<td>Operations Manager Content creation expert Digital marketing expert</td>
<td>IRR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal Professional Fees:</td>
<td>Note: Please ensure including the cost of human resources for 1) creating a landing page for campaign, 2) provision of Google Ads search and 3) display campaign and optimization and preparation of report in above table.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3a: Breakdown of Travel costs required for all deliverables

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit Price (IRR)</th>
<th>Total Amount (IRR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation of personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of tickets for personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Please indicate the mode of travel for each site)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Please see deliverables’ section of TOR for the sites that are expected to be visited</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of in-town transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Please see deliverable section of TOR for the sites that are expected to be visited</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation of personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation of personnel (Please specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Please see deliverable section of TOR for the sites that are expected to be visited</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Please fill above table for each destination, separately.
Table 3b: Cost of Reporting and communications required for all deliverables

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit Price (IRR)</th>
<th>Total Amount (IRR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs related to Infographic (please specify)</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs related to making video clips (please specify)</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs related to making motion graphics (please specify)</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design of posters</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design of brochures</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print of posters designed</td>
<td>5000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print of brochures designed</td>
<td>5000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of publishing series of the produced content on social medias e.g. Instagram pages and telegram channels (please specify)</td>
<td></td>
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</tr>
<tr>
<td>Cost of designing of project E- banners and printed banner</td>
<td>24</td>
<td></td>
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</tr>
<tr>
<td>Cost of publication of project E- banners</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of publishing of project printed banners</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of installment of project’s printed banners</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of design of project billboards (three well-known spaces of target cities)</td>
<td>3</td>
<td></td>
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</tr>
<tr>
<td>Cost of publish of project billboards (three well-known spaces of target cities)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of installment of project billboards (three well-known spaces of target cities)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Out-of-Pocket Expenses**

- Communication
- Other Costs: (please specify in detail)

**Subtotal Other Costs:**
Table 4: Breakdown of Price per Deliverable/Activity

<table>
<thead>
<tr>
<th>Deliverable/Activity description</th>
<th>Professional Fees IRR</th>
<th>Other Costs IRR</th>
<th>Total IRR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Deliverable 2</td>
<td></td>
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<tr>
<td>Deliverable 3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
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</tbody>
</table>

*Please note that the total cost of this table (Table 4) should be the same as Table 1.

[Name and Signature of the Service Provider’s Authorized Person] [Designation] [Date]
Annex III
General Terms and Conditions for Services

1.0 LEGAL STATUS:

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor’s personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands,
and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.4.1 Name UNDP as additional insured;
8.4.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;
8.4.3 Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
8.5 The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT:

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor
shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party (“Discloser”) to the other Party (“Recipient”) during the course of performance of the Contract, and that is designated as confidential (“Information”), shall be held in confidence by that Party and shall be handled as follows:
13.1 The recipient (“Recipient”) of such information shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser’s Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser’s Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

13.2.1 any other party with the Discloser’s prior written consent; and,

13.2.2 the Recipient’s employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

13.2.2.2 any entity over which the Party exercises effective managerial control; or,

13.2.2.3 for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

13.4 The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.
14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

14.4 The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract.

15.0 TERMINATION

15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 (“Arbitration”), below, shall not be deemed a termination of this Contract.

15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these
conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party’s written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 (“Interim Measures of Protection”) and Article 32 (“Form and Effect of the Award”) of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate (“LIBOR”) then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the
Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate
measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitative or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

22.2 The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor’s personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor’s personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNDP Authorized Official.
Annex IV
Terms of Reference (TOR)
GATE Project Public Awareness Campaign

GENERAL INFORMATION

Services/Work Description: Development and Implementation of Digital and Social Media Campaign as part of Digitally Enabled and Digitally Equipped [GATE]” project.

Duration: late-June 2022 to End-July 2022.

I. BACKGROUND / PROJECT DESCRIPTION

The GATE project has its roots in one of UNDP Iran’s flagship interventions Rapid Socio-Economic Response (RASER). The overall objective of this initiative is to contribute to address the socio-economic impact of the COVID-19 pandemic on vulnerable populations and affected businesses in in the three providences of Tehran, Lorestan and Hormozgan through the introduction of an innovative (Building Forward Better), rapidly scalable response and recovery measures. To obtain the desired result of “digitally enabled and digitally equipped” project with following output has been formulated and implemented:

By facilitating access to market intelligence and making well-targeted investments in key skill sets and know-how (human capital) and tools (connectivity, hardware, etc.) the inclusion of COVID-19 impacted MSMEs into the growing digital economy of Iran (e-commerce and e-marketing) can be accelerated in a cost-effective manner, with positive repercussions in terms of employment and disposable income among vulnerable households. The successful roll-out and implementation of the GATE project however depends on a good understanding and usage of the onboarded local products by citizens in the urban areas as the buyers on the digital marketplaces. This is intended to be achieved through a wide range of information and communication interventions involving the use of public awareness program, printed materials (posters, brochures, stickers) as well as social media campaigns targeting citizens in the big cities in the country.

To give visibility to the above-mentioned activities, UNDP Iran plans looks for professional services to develop and implement a digital and social media campaign to reach and engage the audiences through different media channels.

II. Scope of the work

The overall objective of this professional services is to design and implement a comprehensive public awareness campaign over a period of two weeks to raise awareness and understanding of consumption of locally produced goods among the online marketplace’s buyers at national level that will advocate and promote the values of supporting local communities in the rural areas. This will have a positive impact on changing public’s perception and paying particular attention to the locally made products.

This campaign can also help to create more connected networks of UNDP Iran initiatives in the context of local businesses empowerment and job generation in the longer term. In addition, it should be also in consultation with UNDP digital project team and communication unit to comply with UNDP rules and policies the content must be properly licensed, graphically adapted and contextualized before being placed on Media platforms.
Geography: 3 provinces: Lorestan, Tehran, Hormozgan including Azna, Delfan, Borougerd - Bandarabbas, roudan- malard, varamin and pishva counties

Note: 2-day field trips for each province are expected from the contractors.

Key objectives:

- To raise awareness of the public about the particular importance to the topic of territorial brand and supporting local producers and farmers to be linked to the markets directly as highlighted out below bullets:

- In rural areas, agricultural and food products is an essential part of distinctive assets. Indeed, the communication of locally made product quality based on geographical origin has become an established value-adding strategy in the local economic development.

- Using a collective brand by different enterprises (producers, processors) which are not necessarily the owner of the brand allows the bringing together of MSMEs, while providing them with a common image and brand awareness among consumers.

Key messages:

The information campaign should be built around the following key messages:

- Public awareness on important benefits of supporting local producers.
- Public awareness of promoting Geographical Indication branding based on geographical advantages.
- Promoting benefits of connecting to e-commerce platforms among local producers

The target Audiences:

The targeted Audiences are as below:

- Public as a potential buyer
- The local sellers
- Potential project supporters

Work packages:

WP1: Campaign strategy:

- Develop an entire campaign strategy and design, Ideas and slogans, campaign visual identity, operation action plan, as well as a monitoring and evaluation concept with specific indicators for measuring the effectiveness of the campaign.

WP2: campaign content development:

In line with the proposed campaign strategy in the first work package, the company is expected to provide visual, graphic, and other creative content to promote each of the key messages that are supposed to deliver the key messages within the project. This usable content attracts and engages the target audience by turning ideas into stunning visual content. The content should include below items:
United Nations Development Programme

- Develop 2 sets of infographics highlighting the key and concise message related to the selected audiences publishing on relevant or popular social medias and news sites (one in Farsi and one in English)
- Making 4 video clips of the project implementation process revealing the outlined key messages in 3 provinces covered and published on popular social networks (one video for each province) + one video about whole project” (in Farsi with English subtitle)
- Making 2 motion graphics related to the project and publishing on popular social networks (one in Farsi and one in English)
- Create a landing page for the campaign to track activities and report analytics
- Produce and publish printable materials such as design of 5 posters and 1000 print for each design and design of 5 model brochures and 1000 print for each design.

WP3: Promotion

- Publishing series of the produced content as mentioned in the WP2, on social medias e.g. Instagram pages and telegram channels
- Google Ads search and display campaign and optimization
- Design and publish project E-banners on five well known popular web sites
- Design, publish and installment of project printed banners in three provinces by using relevant urban advertising spaces.
- Design, publish and installment of three project billboards in well-placed urban spaces.

Under the overall guidance of the UNDP communication unit and direct supervision of the ICT Unit, the selected company will implement the following tasks:

All the comments, suggestions and corrections provided to the preliminary design should be incorporated and infographic materials should be drafted accordingly. The final Farsi and English versions of infographics, including the “raw” format in the original application used to develop the infographics (files open for editing), should be submitted. The final versions all concepts, publication and plan shall be approved by UNDP team.

NOTE: The company is responsible for travelling to different locations. This should be incorporated into the total cost, not a separate add-on or out of pocket cost for travel. The travel destinations would be Tehran, Bandar Abbas and Khurram Abad.

III. Expected Outputs and Deliverables

Based on the scope of work outlined above, the company will be expected to deliver the following outputs and will be responsible for the delivery of the outputs within the suggested times;

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables / Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Report on: campaign strategy, operation action plan with clear deadlines, analysis of potential risks and mitigation measures; as well as a monitoring and measuring the specific indicators of effectiveness of the campaign. (KPI)</td>
<td>Five days after signing contract</td>
<td>Yes (UNDP)</td>
</tr>
</tbody>
</table>
IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The consultancy firm will work under overall guidance of the UNDP communication unit and direct supervision of the UNDP Iran’s ICT unit. All deliverables should reflect the technical and methodological guidance provided by UNDP. The expected structure and content of expected outputs will be discussed with UNDP and agreed upon beforehand; each output will go through at least two rounds of reviews prior to receiving final approval by UNDP. The consultancy firm is expected to submit the required reports as indicated in the deliverables to UNDP in Farsi, in addition summary of final report in English is mandatory.

V. DURATION OF THE WORK

The Contractor is expected to finalize the tasks from late June 2022 till End July 2022.

VI. QUALIFICATIONS REQUIRED

Organizational:
The firm must possess the following qualifications:

- Officially registered in Iran with relevant organizations.
- Proven financial capacity of the firm within the scope of the project.
- Relevance of mission and vision of the entity to the objectives of this assignment.
- Relevance of previous experience:
  - Minimum 3 years of experience in designing and developing public awareness (including digital) campaigns in Iran.
  - Having implemented at least four reference projects in developing related content in Iran.

following requirements would be an advantage:
- Developed material in field of urban public space advertisement is an advantage by providing photos of the projects.
- Previous working experience with UN or international organizations is an advantage.

Qualifications of key staff:
The team of the firm shall comprise the following staff

<table>
<thead>
<tr>
<th></th>
<th>Report on: successfully published a package of materials (as mentioned in the work package number 2) on agreed platforms and source of materials.</th>
<th>one week after signing the contract</th>
<th>Yes (UNDP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Final report including analytical progress report including the progress of each work assignment.</td>
<td>2 weeks after signing contract</td>
<td>Yes (UNDP)</td>
</tr>
</tbody>
</table>
The Operations Manager:

**Mandatory:**
- Bachelor’s degree in economy, finance, management, or other relevant fields.
- At least 5 years of experience in human resource, finance and software development project
- Previous experience on Keeping records of project funds and expenditures, reviewing project expenditures
- A very good command of written and verbal English and Persian

Content creation expert:

**Mandatory:**
- University degree in relevant field of multimedia content creation
- Minimum 5 years of experience in creating multimedia public awareness contents

**Desirable:**
- Previous experience with international organization is an advantage.

Digital marketing expert

**Mandatory:**
- Bachelor’s degree, ideally in IT, marketing, communication, journalism, or other areas of public awareness.
- Demonstrated experience on developing and implementing social media strategies, digital marketing, advertisement, and media
- Experience in social media reach and engagement monitoring and analysis, including reporting on quantitative and qualitative analytics.

**Verification and supervision:**

The consultant will operate under the overall supervision of the of the UNDP Iran’s ICT Unit who will also approve the deliverables.

**VII. PAYMENT MILESTONES AND AUTHORITY**

In full consideration for the services performed by the Contractor under the terms of this agreement the United Nation Development Program shall pay the contractor the total offered and approved amount upon verification by the relevant authorities that the services have been satisfactorily performed and according to the instalments stipulated in table below, against signed invoices.

<table>
<thead>
<tr>
<th>Installment of Payment/ Period</th>
<th>Deliverables or Documents to be Delivered</th>
<th>Approval should be obtained</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Installment</td>
<td>Deliverables 1</td>
<td>Yes</td>
<td>25%</td>
</tr>
<tr>
<td>2nd Installment</td>
<td>Deliverables 2</td>
<td>Yes</td>
<td>55%</td>
</tr>
<tr>
<td>3rd Installment</td>
<td>Deliverable 3</td>
<td>Yes</td>
<td>20%</td>
</tr>
</tbody>
</table>
a. The contract’s total payment is expected to cover communication costs, travel cost, costs of typing and preparing the soft and hard copies of documents, any printable materials to be published and any other relevant administration and logistic preparation costs regarding this activity.
b. The Contractor shall not do any work, provide any equipment, materials and supplies or perform any other services which may result in any costs in excess of the total contract amount.
c. Upon receiving and verification of deliverables, payments will be transferred by UNDP to the account number of the contractor introduced through an official letter indicating SHEBA (شبا) identification number.
d. Each payment will be made within 30 days from receiving verification and request by UNDP.
e. Payments will be made according to UNDP regulations as explained in the contract documents.