



# Invitation to Tender

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**Project Name: Enhancing climate change outcomes in development programmes in Uganda**

**Date: 22<sup>nd</sup> September 2016**

**CDKN Project Reference: TAAF-0071**

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## Background

### About CDKN

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The Climate and Development Knowledge Network (CDKN) is a seven-year initiative funded by the UK Department for International Development (DFID) and the Dutch Ministry of Foreign Affairs (DGIS). It started in 2010, to assist developing countries respond to the challenges posed by climate change. It does this by providing research and technical assistance, and channelling the best available knowledge on climate change and development to support policy processes at the country level. A key feature of the CDKN is that it is demand led – we respond to gaps and needs identified on the ground as we roll out our country engagement strategy.

The CDKN is managed by an alliance of partners led by PricewaterhouseCoopers LLP and comprising the Overseas Development Institute (ODI), LEAD International and three regional partners – Fundación Futuro Latinoamericano (FFLA, Latin America), SouthSouthNorth (Africa) and LEAD Pakistan (Asia). Services are provided through a network of collaborating organisations and individuals around the globe. Please see [www.cdkn.org](http://www.cdkn.org) for further information about CDKN.

### Project Background

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This project was developed in collaboration with DGIS to meet the challenge of integrating and strengthening climate change related activities in development programmes. It is increasingly acknowledged that while development practitioners may be starting to incorporate climate change considerations into development planning, these considerations are often not incorporated and acted upon during project implementation. One approach to address this challenge is to ‘drill down’ into projects and identify how climate resilience and mitigation responses could be strengthened.

Of special interest to the Netherlands Embassy, DFID, and other development practitioners working in Uganda is how to strengthen climate-smart value chains, specifically in the dairy sector in the southwest region and in the livestock sector in Karamoja.

Another emerging issue of interest in Uganda is environment/ climate related migration. Climate change is expected to add new dynamics to population migration patterns on the African continent, and its implications are poorly understood. Research into the Ugandan situation, therefore, offers important opportunities for extending our currently limited understanding of the complexities related to the migration-climate nexus and could provide insights that have an application beyond Uganda itself. What is of special interest is how to strengthen the resilience of potential migrants to reduce risk to lives,

livelihoods, as well as to enhance the capacity of households and communities to cope with the adverse effects of climate change.

To address the above issues, CDKN, in partnership with the Royal Netherlands Embassy in Uganda, held a two-day Action Lab to identify and analyse key research gaps in two areas:

1. Climate smart value chains in the dairy and livestock sectors in Uganda
2. Strengthening the resilience of potential migrants in Uganda to environmental shocks and climate change

The Action Lab was attended by a range of stakeholders active in Uganda, including representatives from government, academic and research institutions, project implementing partners, civil society, development partners and private sector organisations. They agreed on a set of research questions to address identified gaps in these two areas. CDKN is now seeking to appoint suitably qualified and experienced experts to conduct research to address these gaps.

The research will focus on informing future development programming for development-practitioners and policymakers in Uganda. Additionally, it will serve as a valuable learning resource for stakeholders in the delivery of climate-smart programmes in Uganda and across the region.

## Project Objectives

The objectives of the project are:

- 1) Build a more robust and technical understanding of adaptation and mitigation opportunities to make dairy and livestock value chains climate-smart, specifically for development practitioners.
- 2) Enable development practitioners to start engaging with the challenges related to ensuring strengthened resilience of potential migrants to environmental shocks and climate change.
- 3) Promote learning on how development projects can be made climate-smart and how applied research can assist in enhancing the implementation of climate smart projects.
- 4) Improve the quality, relevance and usability of the evidence base on climate smart value chains and resilient migrants.
- 5) Ensure, through the engagement of key decision makers and development practitioners in Uganda, the relevance of the research for local application and enhance the potential for the findings of the research to be ultimately used to inform policy and practice.
- 6) Ensure in the long-term that development programmes in Uganda become more climate-smart, particularly in the implementation phase, by incorporating the findings of the research reports in existing dairy- and livestock-sector projects and in designing new activities that aim to increase the climate resilience of potential migrants.

## Scope of work

This project aims to provide research that will inform development programmes in order to achieve enhanced climate change responses and outcomes in Uganda that are focussed on 1) value chains in the livestock and dairy sectors, and 2) strengthening the resilience of potential migrants. In order to ensure that the research informs development programming/policy and practice, key senior development practitioners and policymakers in Uganda will need to be engaged throughout the research process. This will enhance the local relevance of the research and the likelihood of uptake and active engagement with the research results.

The three key research gaps identified at the Action Lab that require investigation are:

Q1) Identify successful Ugandan examples of scalable and sustainable climate smart interventions that can be used to increase resilience and lower emissions in the dairy value chain. Focus on three key stages across the value chain.

Q2) What are the economic opportunities for entrepreneurs and companies to invest in climate change adaptation to enhance the resilience of Uganda's livestock value chain, and are there trade-offs in these opportunities?

Q3) Investigate the coping strategies pastoral communities in Karamoja are using to deal with climate variability, focussing on but not limited to migration, and assess if these coping mechanisms are likely to be effective in light of the impacts of climate change in the future.

The purpose of each research stream, respectively, is to:

Q1:

- Provide development practitioners with an analysis of local Ugandan, as well as any regional examples of successful climate-smart dairy-sector development projects to guide the design and implementation of future interventions

- Provide development practitioners with insights on how existing climate-smart interventions in the dairy value chain can be strengthened and made more sustainable in the long-term

Q2:

- Provide insights that allow the private sector to make informed, low-risk investment decisions

- Stimulate private sector interest in adaptation investment to meet the Government of Uganda's livestock sector investment priorities

- Provide government with insights on mechanisms for establishing public-private partnerships in the livestock value chain
- Provide Development practitioners with an understanding of the key private sector opportunities to make the livestock value chain climate smart.

Q3:

- Establish a foundational understanding of the adaptive capacity of pastoral communities in the Karamoja to cope with climate change impacts
- Provide development practitioners with insights on what support may be needed to strengthen the resilience of potential migrants and to reduce the risk to lives and livelihoods of communities in Karamoja

Bidders should use the above research gaps to inform their research proposal design. Successful bidders for each of the three research topics will be given a period of five months, from November 2016 to the end of March 2017, within the project budget set out in the Tendering instructions section.

## Requirements

***CDKN expects bidders to suggest a programme of activities that meets the objectives above and delivers the components below but which also builds on their experience and expertise in the field, to produce research that will have the greatest impact on decision makers and development practitioners in Uganda and ultimately enable effective responses to climate change. Bidders are encouraged to propose innovative approaches that will meet the objectives and outcomes of the project. Bidders are required to explain how they will maximize the likelihood that the research results will be taken up by development practitioners and policy makers and used to inform development programmes. Bidders are also required to explain how the research will be conducted in a way that is gender sensitive, and how the research may be used to promote equality and empowerment of women.***

Bidders can submit proposals for one or more of the three research questions that were identified at the Action Lab. Bidders are also encouraged to explore opportunities for co-funding arrangements and opportunities for partnering with institutions conducting relevant research.

## Deliverables

As part of the process of delivering the research, the following milestones are expected as deliverables from successful bidders:

- A short inception report, detailing any updates to the research process, further detail on sources and methods as well as the arrangements for intended engagement of key role players and specifying dates for key milestones. The plan should also include a high-level overview of the contents and structure of the research paper - due *1 December 2016*
- The development of any research tools to be used to gather data (eg. questionnaires, interview schedules, surveys etc) – due *1 December 2016*
- A Midterm Progress Report – due *15 January 2017*
- Draft version(s) of the report – due *24 February 2017*
- A final research report with a clear focus on specific programming challenges and recommendations – due *20 March 2017*
- A Supplier Report, once the research is complete – due *31 March 2017*

Successful bidders will also be expected to contribute to:

- A CDKN project Objectives Form, on the impact of their research at the end of the project
- A CDKN Lessons learned report on key learning from the research

### **Quality Assurance**

CDKN will review each deliverable, and suppliers will be expected to respond to any comments in a timely manner.

Each of the suppliers appointed to produce the research will be responsible for internal quality assurance, including consistency of approach, language, format and all other appropriate research standards for the final reports. Where more than one person is involved in producing a research report, the supplier will be responsible for establishing common frameworks and standards to ensure a coherent result. Bidders must provide details of their suggested quality assurance procedures to meet the requirements above.

### **Methodology**

The research must address the project objectives outlined above and the proposal must indicate how this is to be achieved. Crucially, suppliers will be expected to engage with senior development practitioners and policy makers working in Uganda throughout the research process to ensure the relevance of the research undertaken, and to ensure uptake of the research results.

The research must be conducted in a way that is sensitive to gender norms, and the research must include gender considerations in the design of stakeholder engagement and research methods.



Some of the methodological elements that successful bidders might consider employing in collecting and disseminating information include:

- Surveys
- Interviews
- Focus groups
- Questionnaires
- Visual data outputs (such as graphs or infographics)

Research that is undertaken using a combination of desk-based and field-based data collection techniques is favoured above purely desk-based studies.

## **Project Governance and Project Management**

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The project will be managed through CDKN's regional office in Cape Town, SouthSouthNorth. The suppliers will work closely with the CDKN team in designing and planning activities, engaging with stakeholders and monitoring progress against objectives.

This will require ongoing engagement with the CDKN Project Manager and Project Coordinator in Cape Town, as well the CDKN Country Engagement Lead based in Uganda.

Payment for work done will be tied to key project deliverables and payment will be made on the basis of CDKN approval of the deliverables received. CDKN will provide comments within 14 working days of the submission of each milestone if these are submitted by the specified date, and this should be factored in when developing the research plan.

The researcher will be responsible for scheduling any meetings and disbursements related to travel and logistical arrangements related to the research process itself. These should be budgeted for in the proposal and adhere to the CDKN expenses policy.

## **Reporting to CDKN**

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The supplier will report to CDKN against an activity plan and monitoring and evaluation (M&E) framework, agreed with the supplier at the beginning of the project.

The M&E process will help gather the necessary evidence and report on the objectives as defined in the CDKN Objectives Form and also capture any unexpected agreed changes that may emerge from unexpected events – these agreed changes should be captured as an indication of performance against objectives outlined in the project Objectives Form, and in the Supplier Report. The project team, including the CDKN M&E Team, will advise as needed.

Should any unexpected events impact on the delivery of milestones, changes to timelines should be agreed with the CDKN team, and captured as amendments to the supplier's agreed research plan.

The CDKN team will conduct a project impact review in the last quarter of 2017, and the research entities undertaking each research stream will be asked to participate. However, no professional time should be allocated as part of this bid process.

The supplier will be requested to submit a short inception report updating any changes to the research design and elaborating on the methods to be used. Calls will be arranged to discuss progress when required.

## Technical Proposal

Bidders must include the following:

A technical proposal that provides an overview of the process, structure, content and methodology for delivering the research that meets the requirements outlined. The technical proposal must not be longer in total than 20 A4 sides.

Expert CVs should be included separately in an appendix and should be no longer than **2 A4 sides each.**

The proposals of Bidders must include the following:

- **Background**

- ✓ Name and contact details of lead organisation, and sub-contractors
- ✓ Overview of the main services each organisation will provide
- ✓ Overview of prior working relationship between organisations included in this bid

- **Project Methodology, Technical Approach and Plan**

- ✓ An overview of the research process and approach. This should include:
  - Proposed technical approach and methodology for:
    - Delivering the research
    - Ensuring the research is gender sensitive
    - Ensuring the uptake of research findings in development programming in Uganda
    - Engaging key senior development practitioners and policy makers in Uganda throughout the research process to ensure active engagement with research results. Bidders are required to specify individuals that will be engaged and the detailed method of engagement.
  - Rationale for the above and how the proposed content and methodology will meet the project's objectives

- Expected benefits and deliverables
  - ✓ A detailed work plan including timeframes for the implementation of activities, proposed delivery dates for key outputs and any other key milestones.
  - ✓ Details of how the project will be managed and how you propose to meet CDKN's reporting and monitoring requirements.
  - ✓ Details of the supplier's quality assurance process
- **Experience**
    - ✓ Please provide a brief description of the bidder's relevant research experience (including experience of working in Uganda and/or the wider region and on policy research/research for programming).
    - ✓ Two examples of prior research conducted where the supplier was primarily responsible for the research and clearly demonstrating the required expertise, with a motivation articulating how this experience is relevant to or will benefit the project
- **Resourcing - Proposed Personnel/Project staffing/Resource Capacity**
    - ✓ Please provide a breakdown of the personnel who will be conducting the work including allocation of work across team members
    - ✓ For each individual, please provide details of their roles and responsibilities for this project and indicative number of days, along with brief description of previous experience in this area.
    - ✓ Please submit detailed CVs along with this document in an appendix. CVs should be no longer than **2 A4 sides each.**

## Commercial Proposal

Bidders must provide a detailed commercial proposal in GBP, exclusive of UK VAT but inclusive of all other applicable taxes. The commercial proposal will be evaluated on the extent to which it demonstrates value for money.

- ✓ The budget should be structured in line with delivering the Bidder's workplan and include a breakdown of all component costs, including third party costs. **Bidders must use the budget template provided in Annex A** and rework the activities on the spreadsheet to suit your individual project.
- ✓ Fees should be broken down by individual, day rate and activity.
- ✓ Expenses should be estimated separately- logistics, travel, printing, venue hire etc. Bidders must ensure they refer to the CDKN Expenses Policy which is provided in **Annex B**.
- ✓ Overhead expenses can be included in the total cost of the project but should be incorporated into fee rates for staff members.
- ✓ Bidders should ensure that they state any assumptions that have been built into the costing provided.
- ✓ Bidders should briefly summarise how their proposal represents value for money.

## Risk Proposal

Bidders should produce a separate statement of the risks, assumptions, issues and challenges that you believe this programme will face during development, implementation and ongoing management, along with the recommended mitigating actions.

In addition to any potential risks/assumptions/issues/challenges you identify, please provide details of mitigation actions for the following risks:

- Development practitioners do not take up, or make use of the recommendations from the research findings
- The researcher(s) undertaking the work may leave the organisation or become ill before the contract finishes
- Poor quality data is obtained
- The research is not completed by the deadline

This statement must be no longer than **2 A4 sides**.

### Evaluation Criteria

The contract will be awarded on the following criteria:

Criteria Breakdown	Weightings
Technical proposal:	
<i>Project Methodology, Approach and plan</i>	25%
<i>Experience</i>	20%
<i>Resourcing and CVs</i>	15%
<i>Innovative and strategic approaches for ensuring uptake of research proposed</i>	5%
<i>Demonstration of co-financing/partnership opportunities</i>	5%
Commercial Proposal (Price)	25%
Risk	5%

## Tendering Instructions and Conditions of Tender

### Invitation to Tender - Instructions

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CDKN is looking for a technical supplier/consortium of Bidders to deliver the programme of work as set out in this Invitation to Tender.

Bidders are invited to submit a proposal (including Non-disclosure agreement) electronically to the [cdknetwork.procurement@uk.pwc.com](mailto:cdknetwork.procurement@uk.pwc.com) detailing how they would deliver the programme of work as set out in this document.

Bidders are encouraged to propose innovative approaches that will meet the objectives and outcomes of the project.

### Declaration of Intent to Tender

Bidders must email confirmation of their intent to tender to [cdknetwork.procurement@uk.pwc.com](mailto:cdknetwork.procurement@uk.pwc.com)

### Tender Closing Date

Bidders must email their Tender submissions by the **Closing Date of 17.00 UK time on Thursday 13<sup>th</sup> October 2016.** Submissions received after this deadline will not be accepted.

### Delivery of the Tender

The Tender must be marked "**Tender return in response to *Enhancing climate change outcomes in development programmes in Uganda***" and emailed to [cdknetwork.procurement@uk.pwc.com](mailto:cdknetwork.procurement@uk.pwc.com)

Tender Proposals must be submitted in electronic form using Microsoft Office 2000 compatible applications.

### Timetable of Events

Note that this timetable is provided on a best information basis only. CDKN reserves the right to adjust dates and add further events if a programme requirement arises. CDKN undertakes to keep Bidders submitting tenders informed of any change.

Event	Date
Date Tender Advertised	23 <sup>rd</sup> September 2016
Closing date for questions and answers to be completed	17.00 UK time on 6 <sup>th</sup> October 2016
Closing date for receipt of bid	17.00 UK time on 13 <sup>th</sup> October 2016
Target date for CDKN contract award decision	November 2016

### Communication during Tender period

All clarification questions relating to the contents of this ITT are to be submitted (by e-mail) to the following address and will responses will be completed by no later than 6<sup>th</sup> October 2016:

Questions	Contact	Email Address
Commercial <b>OR</b>  Technical	CDKN Procurement Team	cdknetwork.procurement@uk.pwc.com

PwC will respond to all reasonable requests for clarification as soon as reasonably possible. All questions must be sent by e-mail only. Responses will be published on the CDKN website during the Tender period. PwC reserves the right to issue the response to all Bidders.

If a Bidder wishes PwC to treat a request as confidential and not issue the response to all Bidders, it must state so at the time of request for clarification, stating the reasons for the desired confidentiality.

If, in the opinion of PwC, the content of a request is not considered to be confidential, PwC will inform the Bidder and it will have an opportunity to withdraw the request for clarification. If the request for clarification is not withdrawn within the timeframe specified by PwC, the response will be issued to all Bidders.

PwC may itself issue clarification requests to the Bidder. The Bidder is asked to provide a single point of contact (including telephone and e-mail details) in their organisation for the receipt of such requests.

PwC will expect the Bidder to provide a prompt response to all clarifications issued.



## **Non-Disclosure Agreement (NDA) – Annex C**

An NDA allows PwC and the bidder to have open discussions about the project in advance of the contract being signed. Please complete the first paragraph of the first page with your company details, then print and sign two hard copies and return them to me at the address below.

**Rachael Nicholl, CDKN Procurement, PwC, Waterfront Plaza, 8 Laganbank Road, Belfast, BT1 3LR**

Following this, CDKN Procurement will send you a copy of the NDA countersigned by the leading partner for your records upon request. **An electronic copy of the signed NDA must accompany the proposal and this must be followed up with hard copies.** Without receipt of your signed hard copy NDA we would be unable to award a contract to you.

## **Contract Value**

The budget available for each research topic is between **GBP 25 000 and GBP 30 000**. Bidders will have to provide a detailed budget against the proposed activities that includes all costs for technical human resources, travel and logistics, workshops, seminars, knowledge sharing, capacity building and publications.

**Bidders must use the budget template provided (Annex A)** and rework the activities on the spreadsheet to suit your individual project.

## **Contract Term**

CDKN anticipates that this project will start on 1 November 2016 and end 31 March 2017.

## **Conditions of Tender**

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### **Terms and Conditions of Contract**

CDKN is an alliance of five organisations, led by PricewaterhouseCoopers LLP (PwC). Your contract will therefore be with PwC.

Terms and Conditions of Contract are attached with this ITT for reference, **Annex D**. CDKN does not anticipate making changes to our terms and conditions, many of which are a direct flow down from our own contract with DFID and are non-negotiable.

### **Sub-Contractors and/or Consortium partners**

Where the Bidder relies on the capacities of other entities (e.g. proposed sub-contractors and/or consortium partners), they must make this clear in their tender submission where this is the case and explain their role.

### **Openness and Transparency**

All responses should demonstrate openness, transparency, attention to detail and the ability to work in the spirit of collaborative working.

### **Tender Documentation**

If the Bidder fails to provide the required information or fails to supply documentation referred to in their responses, PwC may make further requests to the Bidder for the required information. If this is not supplied in the given time, or is unsatisfactory, PwC may treat the response as a non-compliant response and it will therefore score zero and this will be taken into account during the evaluation process.

### **Request for Additional Information**

PwC expressly reserves the right to require the Bidder to provide additional information supplementing or clarifying any of the information provided.

### **Tender Submissions – Stipulations**

Where a length of response is stipulated, that response length relates to the number of A4 Pages or word count. Only the information within the set limit will be evaluated. Additional information will not be evaluated and therefore should not be supplied.

Text based information must be answered in English and be in minimum 11 point, Arial font, A4 paper. Text in diagrams must not be any smaller than 8 point font and must also be in Arial font.

### **Marketing Material**

Under no circumstances should the Bidder provide general marketing and sales brochures or other materials.

### **Consortium bid**

If a bid is submitted by a consortium, PwC will require any agreement(s) to be entered into by a lead single entity on behalf of the consortium. In addition, other consortium members may be required to enter into

direct agreements with PwC in connection with their subcontracts and PwC will require a right of approval over subcontracts.

### **Change in circumstance**

Bidder must inform PwC in writing of any change in control, composition or membership of a Bidder or its consortium members and of any other material change to the Bidder's response to the Selection Document, if any, which has taken place subsequent to their expression of interest. PwC reserves the right to disqualify any Bidder subject to such changes from any further participation in the procurement process.

### **Tender validity**

All details of the Tender, including discounted prices, are to remain valid for a period of 90 days after the Closing Date.

### **Bidder costs**

PwC shall not, under any circumstances, be liable for any costs incurred by the Bidder in relation to their participation in this procurement process or otherwise.

### **Copyright**

The copyright in this documentation and its related materials belongs to PwC. The Bidder should not reproduce any of the documentation or materials in any form (including photocopying or storing by electronic means) without the permission of PwC, other than the purposes of preparing their Response and/or responding to this tender.

### **Law**

The Laws of England and Wales shall apply to this Procurement and in connection with any proceedings arising there from. Likewise, the English courts shall have exclusive jurisdiction in respect of any disputes arising out of or in relation to the Procurement.

### **Publicity**

This ITT Response Document is only to be used in connection with the preparation and submission of Responses by Bidder in relation to this procurement. No publicity regarding the Project or the award of any contract will be permitted unless and until PwC have given express written consent to the relevant communication. For example, no statements may be made to the media or other similar organisations

regarding the nature of any Response, its contents or any proposals relating thereto without the prior written consent of PwC.

### **Conflict of interest**

Bidder is instructed to ensure that their potential appointment as the service provider to PwC for the project has not and will not create any conflict of interest or any situation that might compromise or prejudice PwC's duty to manage an open, fair, non-discriminatory and competitive procurement process. In the event of a conflict (or potential conflict) arising at any time during the Procurement, the affected Bidder shall be responsible for reporting the occurrence of potential or actual conflict and the means for resolving it to PwC forthwith. In the absence of any compelling reason acceptable to PwC, the assumption will be that the conflicted party shall have no further involvement in the Procurement.

### **Discontinuance or Suspension**

PwC may elect to discontinue or suspend the Procurement at any time without accepting any response or entering into an agreement with the Preferred Supplier. PwC may discontinue or suspend without responsibility or liability to any Bidder including (without limitation) any liability for any costs or expenditure incurred by, or inconvenience caused to, any Bidder.

Should PwC decide to suspend the Procurement, PwC will issue instructions to the Bidder regarding the suspected duration of the suspension and any other relevant information.

### **Revisions to the ITT an Associated Documentation**

PwC reserves the right to make revisions to the ITT and any associated documents at any time. No additional time in relation to submission deadlines will be granted following notification of any such revision unless the Bidder is expressly notified of any extension by PwC.

PwC may issue updates to the Bidder at any time containing details of any revisions to this ITT Response Document, together with any further information which may assist the Bidder in the preparation of their Responses. It is the Bidder' sole responsibility to ensure that they have understood PwC's requirements and all instructions and information issued under this ITT.

For the avoidance of doubt, PwC reserves the right to:

- Waive the requirements of this ITT and the Terms of Reference;
- Disqualify bids that do not comply with the instructions in this ITT Response;
- Document, or does not submit a compliant Response in accordance with the instructions relevant to that Response;
- Withdraw this ITT at any time or to re-invite Responses on the same or any alternative basis;
- Not to award any contract as a result of the current procurement process; and
- To make whatever changes it sees fit to the timetable, structure or content of the procurement process, dependent on approvals processes or for any other reason

## Annex:

Annex A, Annex B, Annex C and Annex D are separate documents that can be found on the CDKN website.

# Annex E - DECLARATION

The bidder must complete this Declaration and Checklist and include it with the proposal. Failure to include this declaration may result in the bid being disqualified.

**To: Chief Executive, CDKN**

**Date:**

- 1 I have completed and enclosed all information required for this ITT, the format and order required.
- 2 I declare that this is a bona fide response to your Invitation to Tender for the CDKN project **Enhancing climate change outcomes in development programmes in Uganda (TAAF-0071)**.
- 3 I declare that the organisation will comply with the CDKN terms and conditions of contract and the CDKN Expenses Policy.
- 4 I declare that the organisation will provide a copy of the organisation’s Public Liability and Professional Indemnity Insurance.
- 5 I declare that the organisation is not aware of any connection with a member of the PricewaterhouseCoopers LLP or CDKN staff which could affect the outcome of this procurement process.

Signed: .....

Date: .....

Name: .....

In the capacity of: .....

Duly authorised to sign on behalf of:

Name of organisation: .....

Contact Telephone Number (including country dialling code) .....

## **CHECKLIST FOR INFORMATION REQUIRED WITH TENDERS**

The bidder should tick the points to indicate the following items are enclosed with the completed Tender:-

- ✓ Completed 'Declaration' form
- ✓ Technical proposal
- ✓ Commercial Proposal
- ✓ Risk Proposal
- ✓ Copy of Insurance Cover Certificates
- ✓ Project Plan for Implementation



[www.cdkn.org](http://www.cdkn.org)

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