



Climate & Development
Knowledge Network

Invitation to Tender

Project Name: CDKN Year 7 Review

Date: 12th October 2016

CDKN Project Reference: M&E-GL-001

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Background

About CDKN

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). The CDKN mission is to support decision-makers in designing and delivering climate compatible development (CCD) by combining research, advisory services and knowledge management in support of locally owned and managed policy processes. Within the broad scope of CCD, the programme works across four strategic themes. These are as follows (together with hyperlinks to further information on each of them from the CDKN website):

- Climate compatible development policy and practice – <http://cdkn.org/themes/theme-policy-planning/>
- Improving developing countries' access to climate finance – <http://cdkn.org/themes/theme-climate-finance/>
- Strengthening resilience through climate-related disaster risk management – <http://cdkn.org/themes/theme-disaster-risk-management/>
- Supporting climate negotiators from the least developed and most vulnerable countries – <http://cdkn.org/themes/theme-climate-negotiations/>

These strategic themes have been supported primarily by advisory services, research, knowledge management, and support for developing country negotiators at climate talks. The programme works in partnership with decision-makers in the public, private and non-governmental sectors nationally, regionally and globally. While the latest annual report (2015) identifies 74 countries that have been supported by the programme, country-level support is focussed in 12 priority or deep engagement countries (DECs) and 1 priority sub-region – Bangladesh, Caribbean region, Colombia, El Salvador, Ethiopia, India, Indonesia, Kenya, Nepal, Pakistan, Peru, Rwanda, Uganda.

CDKN is managed by an alliance of organisations led by PricewaterhouseCoopers LLP (PwC) including Fundación Futuro Latinoamericano, LEAD Pakistan, the Overseas Development Institute, and SouthSouthNorth. CDKN has three main governance pillars: the Management Oversight Committee, the Network Council and the Management Team.

CDKN funding is provided principally by the UK Department for International Development (DFID), and the Netherlands Directorate-General for International Cooperation (DGIS). The total CDKN budget over the seven-year period to the end of March 2017 will be £120m. CDKN is currently changing from an Anglo-Dutch programme to becoming a multi-donor funded entity to ensure the long-term sustainability of CDKN beyond 2017.

Project Background

The Climate and Development Knowledge Network (CDKN) is seeking an evaluator/ evaluation team to undertake a final review of the programme in its seventh year of operations as an Anglo-Dutch programme, within a transition to a multi-donor funded entity.

The purpose of this review is assess and synthesise CDKN's impact to date, encourage critical reflection within the programme, and promote learning for programme stakeholders, as well as CDKN and other sector actors more broadly. CDKN is therefore looking for an evaluation team able to work with them to design an innovative review process that promotes reflective practice and engages stakeholders in a learning-focused enquiry as a team, in order to answer "what works in climate compatible development, for whom, to what extent, in what contexts, and how?"

Building on an external Mid-Term Review in late 2012/early 2013 and an external End-of-Year-5 Evaluation in late 2014/early 2015, the End of Year 7 Review will be required to focus on the overarching impact, relevance, appropriateness, coherence, connectedness, value for money sustainability and replicability of the programme.

Project Objectives

The objectives of this end of project evaluation are to:

- (i) To assess and synthesise the overarching impact and relevance of CDKN in its seventh year of operations and provide recommendations enabling CDKN to improve its future programming for increased relevance and effectiveness.
- (ii) To assess and synthesise the progress, coherence and value for money of CDKN's four Outcomes/strategic themes (Policy and Practice, Climate Finance, Disaster Risk Management and Negotiations Support).
- iii) To assess and synthesise the collaboration, connectedness and learning between key stakeholders on climate compatible development facilitated by CDKN's Knowledge Networks function;
- iv) To assess and synthesise the sustainability of and replicability within the programme.

Scope of work

The review should explore:

- i) Impact, relevance and appropriateness:** an assessment and synthesis of CDKN's contribution to supporting decision-makers in developing countries design and deliver climate compatible development, and its influence on and relevance for enhancing the quality of life for people most affected by climate change.
- ii) Coherence and value for money:** an assessment and synthesis of whether CDKN's strategic themes (Policy and Practice, Climate Finance, Disaster Risk Management and Negotiations Support) are using resources effectively to contribute to the intended outcomes, maximising synergies and considering equity within their programming.
- iii) Added-value of CDKN's Knowledge Networks function (comprising Partnerships (PN) and Knowledge Management (KM) and Learning:** an assessment and synthesis of the extent to which CDKN has facilitated increased collaboration, connectedness and learning between key stakeholders on climate compatible development.
- iv) Sustainability and replicability:** an assessment of the extent to which the programme is likely to have effects that will continue because of irreversible changes that have been influenced, in policy, institutions, relationships, and capacity, and whether extent the investment has the potential to yield lessons which can be used to improve actions elsewhere.

The review will focus on CDKN's four key Outcome 'impact pathways' and on CDKN's five outputs which cut across outcomes, and global, regional and national programmes and whether extent the investment has the potential to yield lessons which can be used to improve actions elsewhere.

The review should address the following provisional key questions, with the final review questions to be prioritised in consultation with the evaluators:

i) Overarching impact relevance and appropriateness:

- What has been CDKN's contribution to supporting decision-makers in developing countries design and deliver climate compatible development? What particular areas of support have been most successful and least successful, and why? *"What has worked, and what has not worked, for whom, to what extent, in what contexts, and how?"*
- What has been CDKN's influence on improving the quality of life of the most vulnerable and most challenged by climate change, and how relevant was the choice of decisions-makers as intermediary beneficiaries to enable this change?
- To what extent has the organisational Theory of Change remained valid and appropriate, and the assumptions held?
- What other impacts (intended or unintended, positive or negative) has resulted from the programme i.e. what difference has the programme made to peoples' lives, to relevant systems or development conditions?

ii) Coherence and value for money of the strategic themes:

- How well were inputs converted into outputs by CDKN's suppliers (considering whether the services were delivered on budget, on time and of the quality desired, within other resource and policy constraints)?
- Are the strategic themes/outcomes inducing progress towards their specific aims? To what extent have the outcomes in the logframe been achieved and the anticipated targets been realised?
- To what extent have the changes realised at Outcome level been supported by all the different output streams of CDKN? To what extent has CDKN achieved results that are more than the sum of its parts and maximised opportunities for synergy?
- To what extent has CDKN mainstreamed equity considerations within its programming to promote social inclusion, considering gender and marginalised groups? What has changed as a result and how significant are these changes?

iii) Impact and added-value of CDKN's Knowledge Network function:

- What has been the distinct value-added of the global knowledge network for CDKN's partners (its suppliers and other partners), in increasing the quality, usefulness, accessibility and reach of research and technical assistance projects and so generating results for decision-makers?
- How have south-south learning exchanges influenced the awareness, understanding and commitment of decision makers around CCD issues?

iv) Sustainability and replicability:

- To what extent is has CDKN influenced beneficial results that will continue indefinitely?
- To what extent (and in what circumstances) has short-term technical capacity building contributed to more long-term sustainable capacity development, and to what effect?
- To what extent does the programme have the potential to yield lessons which can be used to improve actions elsewhere?

Requirements

CDKN would expect the evaluation to be theory-based, case-based and participatory, drawing on mixed-method approaches as relevant.¹ CDKN would like to follow an evaluative learning approach which prioritises understanding the audiences of the review and their knowledge needs from the outset, as well as considering how they will consume and apply evidence and knowledge.

The impact assessment component might draw on any suitable small-N approach to evaluating advisory and policy influencing work. The bidder should propose the best approach and detail the techniques they will use to provide a meaningful evaluation within the given budget.

The review team will produce an Inception Report that clearly sets out approach, methodology, activities, quantitative and qualitative data collection methods and instruments, the assessment questions, sampling and workplan timetable. This will be presented for approval to CDKN and DFID. The review team will discuss, agree and incorporate any comments and, upon formal approval, the workplan will be implemented.

The draft and final report will be subject quality assurance process within DFID and CDKN.

Suggested primary data sources (limited to unverified impact claims, since the End of Year Five Evaluation):

Data collection through background interviews with stakeholders, in-country and remotely, individually or in focus groups, face-to-face or by phone as necessary, including with:

- suppliers (those commissioned to deliver projects);
- government and other primary service recipients;
- wider survey with partners and expert panel;
- CDKN staff;
- DFID staff.

Suggested secondary data sources:

- CDKN Annual M&E Reports against the logframe;
- End of Year Five Evaluation and mid-term review;
- DFID Annual Reviews;
- Organisational, outcome, output and country level theories of change;
- Independent and semi-independent Country Impact Studies, covering 10 of CDKN's 13 deep engagement counties;
- Annual Country Impact Monitoring Reports;
- Synthesis of project impact reviews and 400 individual project impact review;
- 80 M&E Case Studies, covering outcomes and outputs;
- A evaluation of CDKN's Negotiations Support Programme;
- A paper on applying Qualitative Comparative Analysis to understand CDKN research uptake;
- A Learning Paper synthesising the findings from project impact review and country impact studies.

Key Users of the Review:

The wider internal stakeholder group includes CDKN's:

- Senior Management Team

¹ Stern, E., Stame, N., Mayne, J., Forss, K., Davies, R., Befani, B. (2012), *Broadening the Range of Designs and Methods for Impact Evaluations*, DFID Working Paper 38, online at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67427/design-method-impact-eval.pdf

- Regional Teams
- Outcome Teams
- Outputs Teams
- Country Teams
- Operations and Procurement
- Learning Team
- M&E Team

External stakeholders will be:

- Service Recipients
- DfID Head Office
- DfID Country Offices in CDKN's Deep Engagement Countries
- Dutch DGIS
- CDKN's Suppliers
- International Climate Fund

Project Governance and Project Management

INTRAC, a semi-independent partner outside CDKN's alliance, has led on the design and delivery of Monitoring, Evaluation and Impact Assessment (MEIA) for the Climate and Development Knowledge Network (CDKN) since its inception in 2010. The contract for the review will be managed by CDKN's M&E Team, comprised of INTRAC staff, and overseen by a Steering Group comprising representatives from CDKN's Management Team and DFID.

The evaluator will work with CDKN's M&E Team and Steering Group to agree on a final methodology, questions for the review, sampling approach and work plan within the budget available. CDKN's M&E Team will work with the evaluator to identify the data, key informants and stakeholders to interview and/or survey, the questionnaire and/or survey instrument questions, as appropriate, and to ensure the review team has adequate access to relevant documentation and external sources.

The evaluator will then collect and analyse the data, presenting early findings and draft reports to the Steering Group, on a schedule to be agreed upon, for review and deliberation. This iterative review of preliminary and draft findings is intended to ensure that the final study fully meets CDKN and DFID's needs, and that any methodological adjustments that may be warranted are identified early on in the data collection process.

The evaluator will also involve wider internal and external users of the review in the sense making, analysis and triangulation of data and the early findings. The final review will be delivered after the draft findings have been reviewed and commented on, responding to any remaining questions or data analysis needs identified, and that can be accommodated within the established timeframe and budget.

Periodic project management meetings with the review Steering Group will be held, as appropriate.

Reporting to CDKN

The supplier will report to CDKN against an agreed activity plan, agreed with the supplier at the beginning of the project.

The supplier will be requested to submit the following deliverables:

- **Inception Report: to include scope, objectives, methodology, sample selection, evaluation matrix and work plan**
The evaluation team will produce an Inception Report that clearly sets out the evaluation approach, methodology, activities, quantitative and qualitative data collection methods and instruments, the assessment questions, sampling approach and work plan timetable. This will be presented for approval to CDKN and DFID and will be subject to a quality assurance process within DFID. The evaluation team will discuss, agree and incorporate any comments and, upon formal approval, the work plan will be implemented.
- **Presentation of the preliminary findings: including facilitation of internal sense-making and analysis workshops**
Consultant presents preliminary findings and facilitate internal sense-making and analysis workshop with CDKN and DFID staff, then another workshop with wider external stakeholders.
- **Submission of the draft report**
A draft report should be submitted to CDKN after completion of the field activities. The draft report will be presented internally during a debriefing session and will be circulated for comment to all stakeholders

and appropriate CDKN staff. CDKN and DFID will provide feedback on the draft version to the evaluation team.

- **Submission of the final report and executive summary**

The final report should be a detailed report of not more than 50 pages (excluding annexes), written in plain, jargon-free English. The report should be written to inform future decision making. The accessibility of findings is critical to ensuring broad stakeholder appeal. The final report will be subject to formal quality assurance process within DFID and CDKN.

- **A final presentation of the results**

Covering the key findings and recommendations to inform future decision making.

- **Project close form**

The evaluation team is expected to submit a project closure form, summarising the methodology, challenges faced and lessons learnt from the evaluation process.

Technical Proposal

Bidders must include the following:

A technical proposal that provides a view of the structure, content and methodology for delivering the project that meets the requirements. The technical proposal must not be longer in total than 10 A4 sides.

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

In their proposals Bidders must include the following within this document:

- **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 project you plan to deliver. This should include:
 - Proposed technical approach and methodology for developing for the CDKN Year 7 Review.
 - Rationale for the above and how the proposed content and methodology will meet the project's objectives.
 - Expected benefits and deliverables.
 - ✓ A draft work plan including timescales 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 experience including:

- ✓ Experience leading on impact-focussed evaluations of policy influencing climate and/or development programmes in developing countries, and synthesising learning;
- ✓ Experience of working with participatory processes and involving technical and in-country programme teams in the evaluation process (i.e. data gathering, sense-making, drafting of recommendations);
- ✓ Experience of working with programme staff to ensure ownership of evaluation recommendations and lessons learned;
- ✓ An ability to present complex concepts in straightforward, accessible manner;
- ✓ Experience evaluating the equity, social inclusion and sustainability of development interventions;
- ✓ Citations and links to recent and relevant work.

- **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 draft work plan 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.

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>	40%
<i>Relevant previous Experience/Citations</i>	20%
<i>Team members/CVs</i>	20%
Commercial Proposal (Price and Days)	15%
Risk	5%

Project Methodology

- Does the proposal demonstrate a suitable understanding of the requirement? (10)
- Does the proposal demonstrate a clear articulation of the methods used to address all of the key requirements, and are the selected methods feasible and appropriate? (10)
- Does the proposal give specific information on proposed primary data collection activities, in terms of numbers and format? (5)
- Does the proposal propose appropriate methods to gain representative coverage of the breadth of aspects of the wider CDKN programme? (5)
- Does the proposal demonstrate a commitment to presenting the findings in a clear, readable, visual and accessible format? (10)

Relevant previous experience

- Does the proposal provide relevant recent citations covering theory-based, case-based and participatory programme evaluation in an international development and climate change context? (10)
- Does the proposal provide relevant citations evaluating programmes of a similar size, breadth and complexity? (10)

Team members

- Do the core team members possess relevant qualifications and deep experience of theory-based, case-based and participatory programme evaluation in the context of (a) large international development programmes, and (b) climate change? (10)
- Are the team members available, and are they able to complete the work in a timely manner? (10)

Commercial

- Does the commercial model demonstrate an ability to complete all aspects of the required work within the given budget, with an appropriate amount of days allocated to key team members? (20)
- Are individual day rates competitive with the market? (5)

Risk

- Is the proposed risk matrix comprehensive and demonstrate an understanding of key challenges/limitations with appropriate mitigation provided? (5)

Tendering Instructions and Conditions of Tender

Invitation to Tender - Instructions

CDKN is looking for a technical supplier/consortium of Bidders to undertake a final review of the programme in its seventh year of operations as an Anglo-Dutch programme, within a transition to a multi-donor funded entity.

Bidders are invited to submit a proposal (including Non-disclosure agreement) electronically to the 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

Tender Closing Date

Bidders must email their Tender submissions by the Closing Date of **17.00 UK time on Friday 11th November 2016**. Submissions received after this deadline will not be accepted.

Delivery of the Tender

The Tender must be marked “**Tender return in response to CDKN Year 7 Review, ITT M&E-GL-001**” and emailed to 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	Friday 14 th October 2016
Closing date for questions to be submitted	17.00 (UK time) Wednesday 26 th October 2016
Closing date for receipt of bid	<u>17.00 (UK time) Friday 11^h November 2016</u>
Target date for CDKN contract award decision	November 2016

Communication during Tender period

All questions relating to the contents of this ITT are to be submitted (by e-mail) to the following address no later than 17.00 UK time on Wednesday 26th October 2016:

Questions	Contact	Email Address
Commercial <u>OR</u> 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.

Elaine Gray, Procurement Manager, 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 this project is between GBP 75,000 and GBP 80,000, including expenses to cover one to two country visits and sense-making workshops. 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 in December 2016 and end by 30th May 2017.

Conditions of Tender

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 and 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's 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 **[CDKN Year 7 Review Ref: ITT M&E- GL-001]** I declare that the organisation will comply with the CDKN terms and conditions of contract and the CDKN Expenses Policy.
- 3 I declare that the organisation will provide a copy of the organisation’s Public Liability and Professional Indemnity Insurance.
- 4 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
- ✓ Draft Project Plan for Implementation

www.cdkn.org

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