



# Invitation to Tender

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**Project Name: Quantifying the Economic Impact and Value for Money of CDKN's Research Projects**

**Date: 12<sup>th</sup> October 2016**

**CDKN Project Reference: M&E-GL-001**

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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). 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

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The Climate and Development Knowledge Network (CDKN) is seeking to appoint an evaluator or a number of evaluators to quantify the economic impact achieved, and value for money offered, from a select purposive sample of CDKN research projects. This will include projects under CDKN's Research Output but also Technical Assistance projects which include a substantial research component.

CDKN supports high quality research which responds to the needs and demand of its priority countries in Africa, Asia and Latin America and the Caribbean. CDKN values innovative, thought-leading research in the field of climate compatible development which informs and influences policy. Additionally, CDKN seeks to foster partnerships and support research capacity in developing countries.

The research is implemented by a wide range of universities, private sector partners, NGOs and international agencies, who typically engage with relevant government stakeholders throughout their research. Project teams produce quality academic publications as well as outputs tailored for their policy audience. They ultimately aim to move forward global debates on key issues in climate compatible development, and affect positive change at the policy level.

CDKN's has two main channels for research commissioning. Projects sourced through an open, competitive research call process currently make up approximately half the research programme. The remaining programme was designed and tendered by CDKN in consultation with government partners. In either case, research builds on or complements wider bodies of work in priority countries, and under four strategic themes.

More information about CDKN's current and past research programme, including a full list of research projects, can be found on [the CDKN research projects page](#).

## Project Objectives

The focus of the study is on measuring and assessing the economic value of identified impacts in monetary terms, although impacts that can be quantified but cannot be monetised should also be taken into account in assessing value for money. The study has five objectives:

- To assess of the feasibility of, and identify rapid methodologies for, quantifying the wider economic impacts (both short-term and longer-term) of selected projects from CDKN's research portfolio;
- To provide quantitative, and where possible monetised, estimates of economic impacts (positive or negative, and intended or unintended)/ net benefits associated with each selected research project;
- To assess the extent to which CDKN contributed to the impacts (positive or negative, and intended or unintended)/ net benefits identified;
- To assess, where feasible, the Value for Money (economy, efficiency, effectiveness and equity) offered by each of the projects and provide project based analysis and lessons learned,
- To present the results of the economic assessment within the context of the pathways through which impacts have been generated.

## Scope of work

Bidders may propose the criteria for selection of research projects. DFID (the Research and Evidence Division), CDKN (the CEO, Research and M&E Team) and the consultant will then agree upon the main criteria for the selection of research projects to be considered under this study. The criteria may include:

- i) CDKN projects which have included a significant research component;
- ii) The existence of clearly defined non-academic impacts already identified from past case studies or evaluations of the initial research projects;
- iii) A reported or recognised high degree of attribution of those impacts to research funded or co-funded by CDKN.

The study might address some of the following questions. The final list of questions, appropriate for the projects selected, will be finalised with the consultant during the inception period:

- **Economy:** Did CDKN buy inputs of the appropriate quality at the right price? (Inputs are things such as the skills of the research suppliers, time allocated and capital that are used to produce outputs)
- **Efficiency:** How well were inputs converted into outputs by CDKN's suppliers (considering whether the required research was delivered on budget, on time and of the quality desired, within other resource and policy constraints)?
- **Effectiveness:** To what extent did the project achieve its desired outcomes, related to the design and development of climate compatible development policy and practice?
- **Impact:** To what extent did the project deliver actual (or potential) monetary impacts (positive or negative, intended or unintended), and any other quantifiable benefits deemed relevant, specifically related to enhancing the quality of life for people most affected by climate change and poverty reduction? To what extent can the impact be attributed to CDKN and its partners?
- **Equity:** To what extent did the projects address equity considerations to promote social inclusion, considering gender and marginalised groups?
- **Cost-effectiveness analysis:** If feasible, compare the net benefits with the overall resources CDKN invested in each project.
- **Counterfactual:** What would have happened if the research activities did not take place?
- **Learning on the programme:** Within each case, rather than across projects, what were some of the pathways and success factors associated with achieving monetary and non-monetary impacts? What delivers good value for money for whom, in what contexts?
- **Learning on the process:** What can be learnt from the application of the valuation method to CDKN's research portfolio? What gaps were identified and what further research is required?

## Requirements

Drawing upon cost-benefit analysis (CBA)<sup>1</sup> and Value for Money<sup>2</sup> approaches, where appropriate, the consultant should design a 'valuation' approach which can take account of the very different contexts in which the selected research projects took place, and the expected data limitations. Given the diversity of CDKN projects, and the illustrative nature of this study, we expect the focus of the analysis to be within each project, rather than across projects.

As a starting point to this ex-post examination of economic impact, the study will draw heavily on existing documentation from the selected cases. This includes summary and more complete impact case studies and project impact reviews prepared when research projects were completed, or shortly afterwards, or where subsequent evidence had been given to CDKN. While existing reports have quantified a number of impacts, none have hitherto been monetised; the consultant will need to draw on secondary literature (and assumptions within secondary literature) and utilise appropriate valuation methodologies. All assumptions made in association with valuations, and resulting caveats and limitations, should be clearly set out.

Suggested secondary data sources:

- CDKN Annual M&E Reports against the logframe;
- End of Year Five Evaluation;
- Independent and semi-independent Country Impact Studies, covering 10 of CDKN's 13 deep engagement countries;
- Annual Country Impact Monitoring Reports;
- Individual project impact review;
- M&E Case Studies
- 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.

Suggested primary data sources (where necessary):

- Data verification 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.

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<sup>1</sup> Specifically as set out in HM Treasury guidance and notably the Green Book: HM Treasury (2011) The Green Book – Appraisal and Evaluation in Central Government (and on-line updates)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/220541/green\\_book\\_complete.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf)

<sup>2</sup> Specifically set out in DFID's approach to Value for Money for International Development, July 2011

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/67479/DFID-approach-value-money.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67479/DFID-approach-value-money.pdf)

## Project Governance and Project Management

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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 evaluation contract will be managed by CDKN's M&E Team, comprised of INTRAC staff, and overseen by representatives from DFID's Research and Evidence Division.

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.

## Reporting to CDKN

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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:

- **Feasibility study: to include scope, objectives, methodology, sample selection, evaluation matrix and work plan**

The evaluator will produce a feasibility study that clearly sets out the evaluation approach, methodology, activities, quantitative data collection methods and instruments, the assessment questions, sampling approach and work plan timetable.

- **Submission of the draft report**

A draft report should be submitted to CDKN after completion of the 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, executive summary and raw data**

The final report should be a detailed report of not more than 20 pages (excluding annexes), written in plain, jargon-free English and preferably quite visual. 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.



## 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 5 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 consultant will provide

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

- ✓ An overview of the project you plan to deliver. This should include:
  - Proposed technical approach and methodology for quantifying the economic impact achieved and value for money offered, from a purposive sample of CDKN research projects;
  - 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.
- ✓ Details of the supplier's quality assurance process.

- **Experience**

Please provide a brief description of the bidder's relevant experience

- ✓ Experience assessing economic impacts of international development programmes and climate change adaption and mitigation activities;
- ✓ Experience of evaluation / impact assessment of research uptake;
- ✓ Experience conducting value for money or cost-benefit analysis assessments;
- ✓ Experience evaluating large international development programmes;
- ✓ Experience interrogating and making sense of qualitative data;
- ✓ Ability to write in clear and plain English;
- ✓ 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 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>	30%
<i>Relevant previous Experience/Citations</i>	20%
<i>Team members/CVs</i>	20%
Commercial Proposal (Price and Days)	25%
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 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 experience of economic impact assessment, and monetisation/quantification of research impacts? (10)
- Does the proposal provide relevant citations of economic impact assessment carried out in an international development and/or climate change context? (10)

### Team members

- Do the core team members possess relevant qualifications and deep experience of economic impact assessment of (a) international development programmes, (b) climate change and (c) research outputs? (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

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CDKN is looking for a technical supplier/consortium of Bidders to evaluate to quantify the economic impact achieved, and value for money offered, from a select purposive sample of CDKN research projects.

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 Friday 11<sup>th</sup> 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 Quantifying the Economic Impact and Value for Money of CDKN’s Research Projects, ITT M&E-GL-002**” 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	Friday 14 <sup>th</sup> October 2016
Closing date for questions to be submitted	17.00 (UK time) Wednesday 26 <sup>th</sup> October 2016
Closing date for receipt of bid	<b><u>17.00 (UK time) Friday 11<sup>h</sup> November 2016</u></b>
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 <b><u>OR</u></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.

**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 35,000 and GBP 40,000. 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 in December 2016 and end 31<sup>st</sup> 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'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 **[Quantifying the Economic Impact and Value for Money of CDKN's Research Projects Ref: ITT M&E-GL-002]**
- 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
- ✓ Draft Project Plan for Implementation

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

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