



Climate & Development
Knowledge Network

Invitation to Tender

**Project Name: Africa LEDS Partnership
Secretariat**

Date: 29th November 2016

CDKN Project Reference: F0207300

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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

CDKN provides a Co-Secretariat for the Low Emission Development Strategies Global Partnership (LEDS GP). LEDS GP was founded in 2011 to facilitate peer learning, technical cooperation and information exchange, to enhance the formation and implementation of low emission development approaches, especially in developing countries and regions (for further details see www.ledsgp.org).

LEDS GP engages leaders from over 300 institutions across government agencies, technical institutes, international agencies, and NGOs. It operates through robust regional platforms in Africa, Asia, and Latin America and the Caribbean and a new Eastern Europe and Eurasia Platform will shortly be launched. LEDS GP also has six technical global working groups (WGs)¹ and a global secretariat. Through this Partnership, developing country leaders in each region set priorities for peer-learning, collaboration, and advisory support to help progress their low emission development strategies (LEDS) and Nationally Determined Contributions (NDCs) to the outcomes of the UNFCCC Paris Agreement.

CDKN, as part of its role within LEDS GP, supports implementation of the Africa LEDS Partnership (AfLP) – one of the four regional platforms. The AfLP has over 180 members (individuals and organizations) and is working towards a prosperous, climate-resilient Africa, with inclusive green growth, for the welfare of current and future generations. It aims to promote low-carbon, climate-resilient development to support poverty alleviation, job creation and environmental management in Africa.

¹ Agriculture, Forestry and Other Land Use (AFOLU), Benefits Assessment and Communications, Energy, Finance, Transport and Sub-National Integration,

Project Objectives

The objectives of the AfLP are to:

- Promote information exchange and coordination among LEDS programs and country institutions undertaking and supporting LEDS
- Cultivate and support LEDS champions across Africa
- Enhance the capacity for the design and implementation of LEDS in Africa.

Scope of work

CDKN is inviting innovative proposals from qualified institutions to act as a Secretariat for the Africa LEDS Partnership (AfLP).

The role of the Secretariat to the AfLP is to:

- i. Develop the annual work plan of the Africa LEDS Partnership in coordination with AfLP membership, the AfLP Steering Committee and its Co-Chairs, and LEDS GP.
- ii. Coordinate implementation of the work plan.
- iii. Design and implement peer learning and technical cooperation activities for the Africa region with the LEDS GP global secretariat and working groups
- iv. Convene, in consultation with the Co-Chairs, regional workshops and events, both face-to-face and virtually
- v. Build and maintain the AfLP membership
- vi. Develop regional partnerships and diversify funding for activities of the AfLP
- vii. Coordinate expert advisory support to AfLP members and match-make LEDS GP services to member needs, with support from the WGs and LEDS GP Global Secretariat, and in consultation with the Co-Chairs
- viii. Provide inputs to the LEDS GP annual work program to the LEDS GP global secretariat at the beginning of each year
- ix. Be responsible for tracking the impacts of the activities implemented at the regional and country level and reporting to the LEDS GP global secretariat
- x. Coordinate with the LEDS GP global secretariat on membership procedures, budget and communication material, among other topics
- xi. Develop and maintain outreach and communication materials, including a web site, fact sheets and other materials, for use by all AfLP members.
- xii. Meet bi-monthly with the LEDS GP global secretariat via conference call to discuss on-going and planned platform activities.
- xiii. Provide support to the AfLP Steering Committee by scheduling bi-monthly calls and arranging in-person meetings. Providing materials for and minutes of the meetings.

Guidance on the work of the Africa LEDS Partnership is provided by a Steering Committee lead by two Co-Chairs.

The AfLP currently has a small Secretariat provided by The Energy Center, Kwame Nkrumah University of Science and Technology (KNUST) based in Kumasi, Ghana.

The purpose of this assignment is to expand the capacity of the AfLP Secretariat to serve rapidly growing demands amongst AfLP members. The tender process is seeking to secure the services of an organisation that can take on the role of the AfLP Secretariat and deliver this role together with KNUST, which will continue to form an integral part of the Secretariat (though under a separate contract).

A listing of the different roles for KNUST and the currently sought Secretariat host organisation is provided as **Annex A**.

Bidders may wish to note that the AfLP Steering Committee, LEDS GP global secretariat and AfLP Secretariat, will:

1. Review the balance of the work plan in September 2017 and decide whether or not priorities need to change.
2. Review arrangements for the AfLP Secretariat by March 2018.

Requirements

The successful organisation will implement Role 1 as set out in Annex A. The Annex sets out in detail roles related to the following core functions for the AfLP Secretariat:

- Support to the AfLP Steering Committee through: regular calls, in-person meetings, the preparation of issues for discussion, records of discussions and supporting implementation of agreed actions.
- Coordinate closely with the AfLP membership to identify regional priorities and address these through an annual work plan developed with the LEDS GP Working Groups and LEDS GP Secretariat, sourcing additional resources and partnerships where needed for implementation.
- Coordinate with AfLP members, the AfLP Steering Committee and Co-Chairs, LEDS GP Working Groups and the LEDS GP Secretariat to finalise the 2017 AfLP Work Plan and develop the 2018 AfLP Work Plan in due course.
- Organise and implement the AfLP Annual Meeting, which includes peer-learning in areas of priority interest to members. This activity requires both substantive preparation of the agenda with AfLP stakeholders and support to all logistical aspects of the meeting.
- Further develop AfLP communications (internal and external), in coordination with the LEDS GP Secretariat, ensuring that this becomes a bilingual platform (in French and English).
- Gather requests for remote expert advice on LEDS (REAL) from AfLP members and source support through LEDS GP to deliver REAL support.
- Help select regional LEDS GP Fellowship(s).
- Maintain and expand the AfLP membership list.
- Identify examples of early mover action and leadership in Africa for inclusion in the leadership and LEDS examples database.
- Maintain records for monitoring and evaluation purposes and to support regular reporting to the US State Department, DFID and others, as required.
- Participate in the LEDS GP Annual Event and other global meetings around COP23.
- Regularly call-in and liaise with the LEDS GP Secretariat and participate in wider meetings of the LEDS GP membership for planning and coordination purposes and to facilitate cross-regional learning amongst platforms and their members.
- Liaise closely with KNUST, forming one AfLP Secretariat that delivers on the overall work plan, and in accordance with roles set out in Annex A.

CDKN expects bidders to suggest a team and programme of activities that meets the objectives above and delivers the components outlined in Role 1 and Joint Responsibilities, listed in Annex A. In doing so, bidders will build on their experience and expertise in the field, to develop a programme that will have the biggest impact and draw on partnerships to deliver effectively to practitioners and help them take forward their efforts to progress low emission development in practical ways.

- CDKN expects the successful organisation to field a team that delivers both technical and project management/delivery capabilities. The team will help coordinate members to agree priorities and programs to address their needs; and identify key government officials, institutions and specialists in the region that can be brought into the partnership, or (if already members) mobilised as champions and active members. The team will deliver excellence in terms of project and budgetary management and communications. This includes both day-to-day communications and network coordination through email, conference calls and Skype – as well as the use of platforms for external communications and

internal coordination of communities of practice. These will be available in both English and French. 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

The project will be managed through CDKN alliance partner, the Overseas Development Institute (ODI) in London. The supplier 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 Co-Director for LEDES GP and the support team at ODI in London.

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

The supplier will report to CDKN against an agreed 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 table above and the LEDES GP Strategic Plan, and also capture any unexpected changes that may emerge – this should be captured in the supplier's quarterly progress reports. The LEDES GP project team will advise as needed.

Calls will be arranged to discuss progress when required.

The supplier will be requested to submit the following deliverables:

- a short inception report by 15 March 2017, to include priorities and a plan of action for the first 3 months of the contract, including details of how work will be progressed towards the AfLP Annual Meeting in 2017.
- quarterly progress reports to CDKN on progress with the contract; and also with quantitative and qualitative M&E reporting for the purpose of tracking progress on the LEDES GP Strategic Plan and on the indicators of interest to program donors.
- Deliverables as indicated in Annex A of this Invitation to Tender.

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, including information on location of main offices and branches
- ✓ Overview of prior working relationship between organisations included in this bid (if applicable)
- ✓ Overview of prior working relationship of the organisation with the AfLP, LEDS GP, and in supporting governments and a range of practitioners to progress LEDS and NDCs.

- **Project Methodology, Technical Approach and Plan** (up-to 4 sides of A4)

- ✓ An overview of the project you plan to deliver. This should include:
 - Approach to be taken to elaborating and implementing their role for 14 months. This should be presented as a timeline. Additional details required for the inception phase (first 3 months).
 - Rationale for the above and how the proposed content and methodology will meet the project's objectives.
 - The approach and any innovations that the organisation will implement, to: (a) deepening the impacts of the AfLP in meeting country needs; and (b) expanding partnerships and long-term support to enhance the sustainability of the AfLP.
- ✓ How the bid creates synergies with programs of institutional members of the AfLP and builds maximum value for money and delivery within the envelop available for the work plan provided through the LEDS GP Secretariat.
- ✓ 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, Capability and Resourcing (fewer than 4 sides of A4 or 2,000 words – whichever is greater), setting out:**

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

- ✓ A brief description of the bidder's relevant experience, capability and criteria (see below).
- ✓ Two detailed case studies clearly demonstrating the required criteria and expertise, and 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, day rates, and a brief description of previous experience in this area.
- ✓ Set out how the project will be initiated in the first 4 months.
Please submit detailed CVs along with this document in an appendix. CVs should be no longer than **two A4 sides each**.

The Capabilities and Additional Criteria to be addressed are as follows:

Capabilities

1. Strong connectivity with institutions and countries working on low emission development in Africa
2. Professional capacity in communications and knowledge management
3. Proven ability to manage large events and meetings, including organising participant travel and other logistics
4. A well networked institution with linkages across a wide range of regional and international partners and strong relationships with key donors active in Africa
5. Substantive capabilities in the areas related to the development and implementation of low emission development strategies in an African context
6. Effective and efficient program management and procurement systems
7. Ability to manage the work plan in English and French.

The bidder will need to demonstrate:

- How it will ensure that the needs of both Francophone and Anglophone countries are addressed.
- The specific team that it proposes to implement these functions, with the inclusion of CVs.
- A budget to cover personnel and other support required to implement the role of the Secretariat.

- Effective governance in the management of resources.

Additional Criteria

The following supplementary selection criteria will also be used to assess the bids:

- Participation on existing LEDES GP and AfLP activities
- Value for money demonstrated in the proposal
- Degree of in-kind support offered
- Experience and leadership on LEDES themes
- Experiences working with governments in Africa on LEDES and NDCs
- Experience with fundraising
- Experiences in promoting peer learning and capacity building activities, among others.

Commercial Proposal

Bidders must provide a detailed commercial proposal in US Dollars, inclusive of all 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 B** 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 C**.
- ✓ 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.

The budget available for the Secretariat's functions (Role 1 and Joint Responsibilities) and program will be up to a maximum of US\$ 170,000 over a 14-month contract (1 February 2017 to 31 March 2018), to cover:

- ✓ Personnel, including an Executive Secretary and a team supporting different implementation functions.
- ✓ Travel expenses for personnel team (e.g. to AfLP annual event, COP23, other selected regional events)
- ✓ Programme implementation costs for specific activities (to be complemented by leveraging from other AfLP partners).

The bid will set out how the bidder will allocate resources across personnel, personnel expenses (travel costs and subsistence to meetings) and programme implementation to achieve the objectives of the AfLP, noting that some additional financing will be required to deliver a full programme of work.

The budget will **broadly** achieve the following balance, which can be adjusted using cost savings allocated from one area to another:

Up to USD\$ 85,000: Personnel costs to support: preparation of the annual AfLP event, work plan development, representation of the AfLP, building partnerships, fundraising, preparation of project bids, coordinating technical assistance and matchmaking, collaboration on country and regional level trainings and activity implementation, framing and implementation of webinars, knowledge products, events, Communities of Practice, preparation of communications materials and the web site, M&E, supporting AfLP coordination across the membership, supporting the Co-Chairs and Steering Committee in

their deliberations through the development of agenda, papers, minutes and implementing decisions, collaborating with the wider LEDS GP, working groups and regional platforms, maintaining membership lists.

Up to USD\$ 25,000: Expenses to support staff travel to any key meetings throughout the 15 months' period (including the AfLP annual event, UNFCCC COP 23, workshops and events related to networking and Secretariat coordination)

Up to USD 60,000: Outsourced program implementation, including contracts related to the implementation of website developments, support of Communities of Practice, a face-to-face peer learning event (probably associated with a Community of Practice), and one further face-to-face training event implemented in conjunction with other institution(s).

In addition to these amounts, the AfLP Secretariat will work with the LEDS GP Secretariat to:

- Implement the AfLP annual meeting. An additional budget of 150,000 is available to cover airfares, venue and hotel costs, translation services, and costs for resource persons, etc. It is anticipated that these arrangements will be made by the AfLP Secretariat using this budget, and the amount could be supplemented with co-financing sources by the AfLP Secretariat to deliver a meeting at larger scale.
- source support for REAL requests (Remote Expert Advice for LEDS) through working groups,
- Develop bids for funding for in-depth work around specific LEDS and NDC implementation topics.
- Work with Role 2, whose efforts are supported through separate contracts for Secretariat-related roles and the Africa LEDS Project.

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 **two 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>	20%
<i>Experience, Capability and Resourcing</i>	25%
<i>Resourcing and CVs</i>	25%
Commercial Proposal (Price)	25%
Risk	5%

Project Methodology

- Does the proposal demonstrate a suitable understanding of the requirements? (10)

- Does the proposal give specific information on proposed primary activities, in terms of numbers, timing, costs? (5)
- Does the proposal set out how it will gather data on, and respond to, AfLP member needs in an effective and efficient way? (5)

Relevant previous experience

- Does the proposal provide concrete examples of previous relevant work of a similar size, breadth and complexity? (10)
- Does the proposal demonstrate specific capabilities in low emission development in an African context, including on issues related to integrated development planning, energy systems, financing of LEDS and NDCs, low emission approaches in the agriculture, forestry sectors and other key sectors (7.5)
- Does the proposal address experience related to the organisation of meetings, Steering Committees, network coordination, programme management and managing a dual language portfolio (7.5)

Team members

- Do the core team members possess relevant qualifications and experience to guide the work plan from a technical view point (relevant to the AfLP), ensure effective programme management and reporting, enable strong networking and communications, support resource mobilisation and deliver on substance and logistics for meetings and other activities and enable a dual language platform? (10)
- Is the balance of the team appropriate and adequate? (10)
- Are the team members available, and are they able to complete the work in a timely manner? (5)

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 provide a Secretariat for the Africa LEDS Partnership.

Bidders are invited to submit a proposal electronically to 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.

An initial **14-month contract** will be proposed to the selected Secretariat selected. Future contracts will be prepared in the light of performance and the availability of resources. The contract would be for the period commencing on **1st February 2017**, and be in addition to continued support for key KNUST Secretariat activities.

When the new Secretariat is selected it will work with LEDS GP and the incumbent Secretariat to further define the responsibilities of each entity, in consultation with the AfLP Co-Chairs and Steering Committee

Declaration of Intent to Tender

Bidders must email confirmation of their intent to tender by sending an email to cdknetwork.procurement@uk.pwc.com

The deadline for intend to tender is **20th of December 2016**. Please subject line of the email must be marked “**Intent to tender Africa LEDS Partnership Secretariat Reference Number F0207300**”.

Tender Closing Date

Bidders must email their Tender submissions by the Closing Date of **16 January 2017 (17.00 UK Time)**. Submissions received after this deadline will not be accepted.

Delivery of the Tender

The Tender must be marked “**Tender return in response to Africa LEDS Partnership Secretariat Reference Number F0207300**” 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	Tuesday 29 th November 2016
Closing date for first round of clarification questions (COP)	17.00 (UK time) Tuesday 13 th December 2016
Declaration/confirmation for proposal submission	17.00 (UK time) Tuesday 20 th December 2016
Second round of clarification questions	Monday 9 th January 2017
Closing date for receipt of bid	<u>17.00 (UK time) Monday 16th January 2017</u>
Evaluation panel result/updates	23 January 2017

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 **13th December 2016 for the first round of questions; and no later than 9th January 2017 for the second round of queries:**

Questions	Contact	Email Address
Commercial OR 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.

Contract Value

The budget available for this project is **up to a maximum of USD 170,000**. 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 B) and rework the activities on the spreadsheet to suit your individual project.

Contract Term

CDKN anticipates that this project will start on **1 February 2017 and end 31 March 2018**.

Conditions of Tender

Terms and Conditions of Contract

CDKN is an alliance of five organisations, led by PricewaterhouseCoopers LLP (PwC). **Your contract for this project will be with ODI.**

Terms and Conditions of Contract are attached with this ITT for reference, **Annex D**. CDKN does not anticipate making changes to the terms and conditions.

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/ODI 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.

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/ODI 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/ODI 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/ODI decide to suspend the Procurement, PwC/ODI 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; 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 **[Insert project name and reference number]** 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 (electronically):

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

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