

REQUEST FOR PROPOSAL (RFP)

Date: 29 June 2011

Dear Sir/Madam,

Subject: Provision of support for the development of destination branding plans and projects

Project number: 00075632

Project title: PROGRES

Case reference: UNOPS-PROGRES-2010-S-023

1. The United Nations Office for Project Services (UNOPS) is seeking qualified offers for the above-mentioned services. Your company is kindly invited to submit your best technical and financial offer for the requested services. Your proposal could form the basis for a contract between your firm/institution and the United Nations Office for Project Services (UNOPS).
2. To enable you to submit a proposal, please find enclosed:
 - a) Annex I: Terms of Reference (TOR), containing a description of UNOPS requirements for which these services are being sought – Attachment I;
 - b) Annex II: Proposal Submission Form, to be completed and returned with your proposal; and
 - c) Annex III: "General Conditions for UNOPS Contracts for Professional Services".

This letter is not to be construed in any way as an offer to contract with your firm/institution.



Manner of Submission

3. Your proposal shall be prepared in the English language.
4. Your proposal shall comprise the following documents:
 - a) Proposal Submission Form;
 - b) Technical Component; and
 - c) Price Component.
5. Your proposal shall be prepared in duplicate with one marked "Original" and the other TWO marked "Copy". In the event of any discrepancy between them, the original shall govern. The proposal shall be sealed in one outer and two inner envelopes, as detailed below.

The outer envelope shall be addressed as follows:

ATTN: Proposals for Provision of support for the development of destination branding
plans and projects
PROJECT: PROGRES
United Nations Office for Project Services
Timocka 4, 18 400 Prokuplje

Both inside envelopes shall indicate your firm's name and address. The first inner envelope shall be marked "Technical Proposal" and contain the Proposal Submission Form and Technical Component of your proposal. The second inner envelope shall be marked "Price Proposal" and include your financial cover letter (paragraph 15, below) and Price Component.

6. Proposals must be received by UNOPS at the above address on or **before 31st July 2011**. Any proposal received after this date may be rejected. UNOPS may, at its discretion, extend the deadline for the submission of proposals, by notifying all prospective proposers in writing. The extension of the deadline may accompany a modification of the solicitation documents prepared by UNOPS at its own initiative or in response to a clarification requested by a prospective proposer.
7. You are requested to hold your proposal valid for **90 days** from the deadline for submission. UNOPS will make its best effort to select a firm/institution within this period.
8. Assuming that a contract can be satisfactorily concluded by September 2011, the assignment is expected to commence in September 2011.
9. If you consider that your firm/institution does not have all the expertise for the assignment, there is no objection to your firm/institution associating with another firm/institution, particularly from a developing country, to enable a full range of expertise to be proposed. UNOPS strongly encourages association with a local firm/institution in the country of assignment. However, any invited firm/institution may not participate in more than one consolidated proposal. Similarly, a local firm/institution may associate with only one invited firm/institution that is making a proposal.

Any consulting, manufacturing or construction firm/institution with which you might be associated



may not be eligible to participate in proposing/bidding for any services, goods or works which may result from or be associated with the project of which this assignment forms a part.

10. Please note that the cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment.
11. Any requests for clarification should be referred to Procurement Unit, at the above address, e-mail progres.procurement@unops.org , telephone: 027/333-125. Any written reply to a particular question may be copied to all other invited firms/institutions, at the discretion of UNOPS.
12. We would appreciate you informing us by e-mail or fax as to:
 - a) your receipt of this letter request for competitive proposals.
 - b) whether or not you will be submitting a proposal.
 - c) the date and mode of submission, in case you decide to submit a proposal.



Content of Proposal**Technical Component**

13. The technical component of your proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

a) **Description of the Firm and the Firm's Qualifications**

A brief description of your firm/institution and an outline of recent experience on projects of a similar nature, including experience in the country and language concerned. You should also provide information that will facilitate our evaluation of your firm/institution's substantive reliability and financial and managerial capacity to provide the services. The following documents are to be submitted:

- Registration documents – Copy of the Certificate of State Registration;
- Company's relevant reference list (minimum three projects with details)
- List of completed projects (with the value of the projects) and list of contact persons of clients.

b) **Understanding of the Requirements for Services, including Assumptions**

Include any assumptions as well as comments on the data, support services and facilities to be provided by the Government as indicated in the TOR, or as you may otherwise believe to be necessary.

c) **Proposed Approach, Methodology, Timing and Outputs**

Any comments or suggestions on the TOR, as well as your detailed description of the manner in which your firm/institution would respond to the TOR. You should include the number of person-months in each specialization that you consider necessary to carry out all work required.

d) **Proposed Team Structure**

The composition of the team which you would propose to provide in the country of assignment and/or at the home office, and the work tasks (including supervisory) which would be assigned to each. An organogram illustrating the reporting lines, together with a description of such organization of the team structure, should support your proposal.

e) **Proposed Project Team Members**

The curriculum vitae of the senior professional members of the team.

Price Component

14. Your separate price component must contain an overall quotation in a single currency, which may be either in US Dollars or in any convertible currency. If you opt for the latter and for evaluation purposes only, your proposal will be converted into US dollars using the United Nations rate of exchange in effect on the date submissions are due.

15. The price component shall have a cover letter wherein your firm/institution's authorized representative affirms the following:



a) a summary of the price; and

b) the period of its validity.

In preparing your proposal, please note carefully from Annex III the various contract provisions regarding UNOPS policies on limitations on advance payments, retention, performance bonds, etc.

16. In addition, the price component must cover all the services to be provided and must itemize the following:

- a) An all-inclusive rate per person-day (including honorarium and living expenses) for each team member to be assigned to the mission in the field and a rate for his/her work at the home office, if any.
- b) An all-inclusive amount for international travel and related expenses (indicating number of round trips per team member).
- c) An all-inclusive amount for local travel.
- d) Other costs, if any (indicating nature and breakdown).
- e) Summary of total cost for the services proposed. [N.B.: The remuneration received by your firm/institution and persons performing services for your firm/institution (other than nationals of the host country) normally will not be subject to tax liability in the host country].
- f) A proposed schedule of payments, all of which must be expressed and will be effected in the currency of the proposal.

17. You should also indicate any comments or reservations to the draft form contract.

Payment Provisions

18. UNOPS' general policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. Please refer to section 3.4 of the Model Contract for Services¹ that is enclosed as Annex III.
19. Please note that UNOPS' policy is not to grant advance payments except in unusual situations where the potential contractor/tenderer, whether a private firm, NGO or a government or other entity, specifies in the proposal that there are special circumstances warranting an advance payment. UNOPS, at its discretion, may however determine that such payment is not warranted or determine the conditions under which such payment would be made. In any case where an advance payment for \$100,000 or more is requested and subsequently approved, UNOPS will normally require a bank guarantee or other suitable security arrangement.
20. Any request for an advance payment is to be justified and documented and must be submitted with the financial proposal. This justification shall explain the need for the advance payment, itemize the amount requested and provide a time-schedule for utilization of said amount. In addition, you must submit documentation regarding your financial status - e.g. audited financial statements at 31

December of the previous year and include this documentation with your financial proposal. Further information may be requested by UNOPS at the time of finalizing contract negotiations with the selected proposer.

Evaluation of Proposals

21. A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical component being completed prior to any price component being opened and compared. The Price Component will be opened only for those firms/institutions whose Technical Component meets the requirements for the assignment. The total number of points which a firm/institution may obtain for both components is [130].
22. The technical component, which has a total possible value of [100] points, will be evaluated using the following criteria:

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other Entity				
				A	B	C	D	E
1.	Expertise of Firm / Organization submitting Proposal	35%	35					
2.	Proposed Work Plan and Approach	40%	40					
3.	Personnel	25%	25					
Total			100					

Technical Proposal Evaluation Form 1		Points obtainable	Company / Other Entity				
			A	B	C	D	E
Expertise of firm / organization submitting proposal							
1.1	Reputation of Organization and Staff (Competence / Reliability)	7					
1.2	General Organizational Capability which is likely to affect implementation (i.e. loose consortium, holding company or one firm, size of the firm / organization, strength of project management support e.g. project financing capacity and project management controls)	7					
1.3	Reliability (References, and letters of recommendations) – minimum 3 from international organizations or reputable worldwide or national companies or government entities	7					
1.4	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UN/major multilateral/ or bilateral programmes	14					
		35					

Technical Proposal Evaluation Form 2		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Proposed Work Plan and Approach							
2.1	To what degree does the Offeror understand the task?	8					
2.2	Have the important aspects of the task been addressed in sufficient detail?	8					
2.3	Time schedule and manpower estimates?	8					
2.4	Is the scope of task well defined and does it correspond to the TOR?	8					
2.5	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	8					
		40					

Technical Proposal Evaluation Form 3		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Personnel							
3.1	General Qualification						
	Suitability for the Project and educational background	8					
	Knowledge of the region	5					
	Professional Experience in the area of specialization	7					
	Language Qualifications	5					
		25					

23.

- a) The Price Component of any proposal will only be evaluated if the Technical Component of that proposal achieves a minimum of 70 points. Proposals failing to obtain this minimum threshold will not be eligible for further consideration.
- b) The maximum number of points for the Price Component is 30. This maximum number of points will be allocated to the lowest price proposal. All other price proposals will receive points in inverse proportion according to the following formula:

Points for the Price Component of a proposal being evaluated =

$$\frac{[\text{Maximum number of points for the Price Component}] \times [\text{Lowest price}]}{[\text{Price of proposal being evaluated}]}$$

24. Please note that the UNOPS is not bound to select any of the firms/institutions submitting proposals. Furthermore, since a contract will be awarded in respect of the proposal which is considered most responsive to the needs of the project concerned, due consideration being given to UNOPS's general principles, including economy and efficiency, UNOPS does not bind itself in any way to select the firm/institution offering the lowest price.



25. Supplier eligibility

Suppliers shall not be eligible to submit an offer when at the time of bid submission:

- a) Suppliers are already suspended by UNOPS, or,
- b) Supplier's names are mentioned in the UN 1267 Terrorist list issued by the Security Council resolution 1267, which establishes a sanctions regime to cover individuals and entities associated with Al-Qaida and/or the Taliban, or,
- c) Suppliers are suspended by the UN Procurement Division (UN/PD), or,
- d) Suppliers have been declared ineligible by the World Bank

Furthermore, as a condition of doing business with UNOPS it is necessary that suppliers, their subsidiaries, agents, intermediaries and principals cooperate with the Office of Internal Oversight Services (OIOS) of the United Nations, UNOPS Internal Audit and Investigations Group (IAIG) as well as with other investigations authorized by the Executive Director and with the UNOPS Ethics Officer (during preliminary reviews in line with UNOPS whistle blower policy) as and when required. Such cooperation shall include, but not be limited to, the following: access to all employees, representatives, agents and assignees of the supplier; as well as production of all documents requested, including financial records. Failure to fully cooperate with investigations will be considered sufficient grounds to allow UNOPS to repudiate and terminate the contract, and to debar and remove the supplier from UNOPS's list of registered suppliers.

26. Information regarding Bid Protest can be found at:

<http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>

27. An invitation to submit proposals has also been sent to other firms: N/A

Yours sincerely,

Approved by:

UNOPS Designated Officer:
Graeme Tyndall
Programme Manager

Date:



ANNEX I: TERMS OF REFERENCES

Provision of support for the development of destination branding plans and projects

1. BACKGROUND

The European Partnership with Municipalities Programme (PROGRES) is a joint action of the European Union, the Government of Switzerland and the Government of Serbia, designed to enhance stability and socio-economic development in the South and South West Serbia. In a holistic manner, PROGRES will endeavour to accelerate growth and improve the overall conditions in the Programme Area. The United Nations Office for Project Services (UNOPS) is implementing the Programme.

PROGRES activities are divided into four components, and the Programme is expected to deliver eight results, as follows:

Component 1: Good Governance (a cross cutting theme underpinning all components)

Result 1: Participatory, accountable and transparent governance, respecting human rights

Component 2: Municipal Management and Development Planning

Result 2: Municipal organizational effectiveness and efficiency improved and capacities to deliver services to citizens and business increased

Result 3: Capacities for planning municipal and regional sustainable development strengthened and relevant development documents created

Component 3: Physical, Economic and Social Infrastructure

Result 4: Projects and project documentation prepared for key economic, environmental and social projects

Result 5: Project financing facilitated through enabling contacts with ministries, donors and other projects

Result 6: Selected projects financed and implemented through the Programme

Component 4: Public Awareness and Branding of Areas

Result 7: Awareness of the need for, the logic of, and the effects of changes communicated to a broad public

Result 8: A plan to develop the areas' images and self-images as unique areas of Europe are established and implementation begun.

Direct beneficiaries of all activities are 25 municipalities taking part in the PROGRES:

- Ivanjica, Nova Varoš, Novi Pazar, Priboj, Prijepolje, Raška, Sjenica, and Tutin in the South West
- Blace, Žitorađa, Kuršumlija, Prokuplje in the Toplički District
- Bojnik, Vlasotince, Lebane, Leskovac, Medveđa, Crna Trava, Bosilegrad, Bujanovac, Vladičin Han, Vranje, Preševo, Surdulica, Trgovište in the South Serbia.²

2. JUSTIFICATION OF THE INTERVENTION

Negative image of most PROGRES municipalities, within Serbia and abroad, is one of the significant obstacles to sustainable development. These areas are often perceived as politically instable, with ethnic divisions, while

² Further mentioning of 25 or PROGRES municipalities in the text refers to the ones that are listed in this paragraph.



poor infrastructure, lack of good governance framework and other social and economic hindrances, further damage their image. Linked with poor investment outlook and low employment opportunities, all these factors result in a continuous brain drain from the areas, lack of investment interest, low tourist visits and underdevelopment.

To improve the existing condition, it is necessary to assist the municipalities to improve their image and start process of branding for the purposes of promoting investments, tourism, and economic development.

Within Programme Component 4: Public Awareness and Branding of Areas, as envisaged in the Programme Document, Activity 8.1 *Design of plans and implementation of projects for image building in partnerships with relevant organizations*, PROGRES will provide support to the municipalities and other relevant local and regional stakeholders, in the field of branding, while taking into consideration that work on the development of desired image is a part of the process.

The support is to be geared at increasing the awareness of the municipalities, development agencies, tourism organizations, producers' associations and other relevant stakeholders on the local and regional level of branding process and improving their skills with respect to development of destination brand plans. The local self governments and other stakeholders will, through mutual cooperation and with expert support provided by PROGRES, develop plans and projects for the branding of selected geographic destinations.

3. DEVELOPMENT OBJECTIVE

The development objective of the intervention is to start branding of selected destinations in the South and South West Serbia for the purposes of promoting investments, tourism, economic development, and to reduce migration from the areas.

4. IMMEDIATE OBJECTIVES

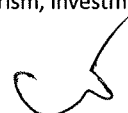
The immediate objective of the intervention is to raise awareness of municipalities, development agencies, tourism organizations, producers' associations and other relevant local and regional stakeholders about the destination branding process and its possible effects on tourism, investments and trade development. In addition, the activities should assist municipalities and afore-noted stakeholders to develop skills with respect to destination brand strategies and projects.

The intervention should result in the development of at least five plans for branding of selected destinations within the PROGRES area of responsibility, out of which at least three plans will be relevant for two or more municipalities or districts. In addition, proposals for at least five concrete branding projects, deriving from developed destination branding plans will be developed.

5. OUTPUTS

- Methodology for the development of destination branding plans prepared by Consultancy and approved by PROGRES. The branding plans must at least contain analysis of destination strengths and weaknesses, identified opportunities, key messages and action plan.
- Methodology for analysing of branding potentials and criteria for selection of destinations³ for branding prepared by Consultancy and approved by PROGRES.
- Three workshops for branding stakeholders from 25 municipalities of the South and South West Serbia.

³ Destination may be a municipality or a group of municipalities, district or a group of districts, territory relevant for at least two municipalities, or territory of clear regional and national importance in the field of tourism, investments or trade.



- Report on each of the conducted workshops (format to be suggested by the Consultancy and approved by the PROGRES).
- Individual and comprehensive reports on provision of follow up visits and distant support.
- Created plans for branding of at least five destinations.
- Developed proposals for at least five branding projects.
- A final report, in English and Serbian, presenting and analysing conducted activities, outputs, potential impact of implemented activities, in a clear and easily understandable format.

6. ACTIVITIES

Activities include the following tasks:

- Get in depth understanding of PROGRES Programme Document and strategic guidance for the work on branding.
- Hold a meeting with the selected PROGRES staff, in one of the Programme offices⁴ as requested, in order for the Consultancy to better understand the rationale of the intervention and to seek any clarifications from the Programme team⁵.
- Define methodology for the development of destination branding plans.
- Define methodology for analysing of branding potentials and criteria for the selection of destinations for branding.
- Define format and materials for the conduct of three (3) two day workshops about branding on a basis of the objectives to:
 - Present basics of the branding concept and process
 - Present branding in the context of EU regions
 - Present at least three destination branding case studies, two positive and one negative, that can be of relevance for the South and South West Serbia
 - Present draft criteria for funding of branding projects through the PROGRES (criteria will be provided by the Programme and presented with PROGRES staff assistance)
 - Present methodology and steps in the development of branding plans and strategies
 - Provide templates for destination branding plans
 - Provide expert support to each group of workshop participants representing a particular municipality or destination, to conduct an analysis of its strengths and weaknesses of in the field of branding; identify opportunities; develop key messages and start work on a development of branding action plan.
 - Identify and suggest at least five destinations and appropriate partners at the local and/or regional level that should receive extensive support through follow up visits and distant assistance for the development of branding plans, on a basis of earlier defined and agreed methodology.
 - The Programme will be responsible for the selection and invitation of the workshop participants.
- Amend the proposed format and workshop materials as per consultation with the Programme staff. The Programme must approve the final version of the format and materials, before staging of workshops.
- Conduct three (3) branding workshops. The first workshop to be delivered to approximately 25 persons from eight (8) municipalities from the South West Serbia in one of municipalities in this area. The second workshop to include approximately 45 persons from 13 municipalities of Jablanica and Pčinja municipalities and to be held in one of municipalities from this area. The third workshop will include

⁴ Novi Pazar, Prokuplje or Vranje

⁵ The travel costs of the Consultancy should be included in the financial proposal of this document.



approximately ten persons from Toplica District and will be held in Prokuplje⁶. The Programme deserves the right to readjust the proposed format for the workshops but possible changes would not significantly impact the described approach.

- Provide a report about each of the conducted workshops.
- Conduct follow up field visits to provide expert support to for the development of destination branding plans and projects, up to 50 working days in the field. The list of branding plans and projects that will be developed must be approved by the Programme.
- Provide distant support for the development of destination branding plans and projects, up to 25 working days.
- Provide a one page report about each of the conducted follow up visits. The report should describe key outputs and agreed next steps.
- Provide comprehensive report on all follow up visits and distant learning.
- Agree monthly and weekly work plans with PROGRES throughout the implementation of the activities and communicate with the Programme team on a daily base when needed and appropriate.
- Provide municipalities with electronic format of all learning materials and proposed approaches.
- Provide a final report, in English and Serbian, presenting and analysing conducted activities, outputs, potential impact of implemented activities, in a clear and easily understandable format.
- Ensure appropriate visibility for the Programme and especially its donors: the European Union and the Government of Switzerland, throughout the implementation of activities and in accordance with guidelines that will be provided by the PROGRES.

7. INPUTS

Contribution from the Programme

PROGRES will select participants of the workshops, lobby for good turnout, hire venue for the workshops, and organize transport and hotel accommodation for the participants, as necessary.

PROGRES staff will participate in activities, when appropriate.

Consultancy's Input

The selected implementer must have proven expertise and experience in:

- Branding, marketing, advertising, public relations
- Communication skills
- Project management skills.

The applicant shall provide CVs of a team leader and at least three experts that will be engaged in the intervention.

The team leader must have minimum of a master degree in a relevant discipline and at least 10 years of experience. He or she would be directly responsible for the delivery of expected results, must play a leading role in staging of each of the three workshops and should be able to work on a minimum of 30% of activities defined by this Terms of Reference.

The applicant will also produce at least three references for similar projects implemented. The offers with less than three references will not be evaluated.

⁶ PROGRES will cover costs and organise transport, food and accommodation for workshop participants. The costs of travel, food and accommodation for the Consultancy should be included in the financial proposal.



8. TIMING

- The workshops will be conducted by the end of September 2011. The selected consultancy must be able to deliver workshops at any date within two week notice given by PROGRES.
- Follow up visits and provision of distant support for the development of branding strategies and projects should be completed by the end of December 2011.
- Any changes to timing must be approved by PROGRES.

9. MONITORING AND REPORTING

The following reports will be expected from the service provider:

- A report on the meeting/workshop with PROGRES staff to be submitted two weeks after the event is held
- Monthly progress reports (after first month and thereafter)
- Reports about each of the conducted workshops, with all appropriate materials
- Report on each of the follow up visits
- Comprehensive report about follow up visits and distant consultancy
- Final report to be submitted 30 days upon completion of the intervention to be prepared in a clear and easily understandable format, while putting emphasis on: activities carried out, outputs, potential impact, estimation of problems solved and lessons learned.
- PROGRES will monitor implementation, and provide technical and programmatic advice as necessary and available.

Methodology, data collected, analysis, reports and presentations will remain the intellectual property of PROGRES implementing organization - UNOPS.



ANNEX II: PROPOSAL SUBMISSION FORM

Project No. 00075632

TO: United Nations Office for Project Services - PROGRES
Timocka 4, 18 400 Prokuplje

Dear Sir/Madam:

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, we the undersigned, offer to supply the required services for the sum as may be ascertained in accordance with the Price Component attached herewith and made part of this proposal.

We undertake, if our proposal is accepted, to commence and complete delivery of all items in the contract within the time frame stipulated.

We understand that you are not bound to accept any proposal you may receive and that a binding contract would result only after final negotiations are concluded on the basis of the Technical and Price Components proposed.

Dated this _____ day of _____ 20____.

Signature

(in the Capacity of)

Duly authorized to sign proposal for and on behalf of:



FINANCIAL OFFER

Name(s) of consultant(s) (a)	Number of working days (b)	Daily fee (c)	Daily subsistence allowance (d)	Total (e)=(b)x((c)+(d))
GRAND TOTAL				

International/National travels (a)	Quantity (b)	Cost (c)	Currency (d)	Total (e)=(b)x(c)
GRAND TOTAL				

Other Costs (description)	Cost
GRAND TOTAL	

ANNEX III: UNOPS General Conditions for Contracts for Professional Services

In the event of a contract the UNOPS General Conditions for Contracts for Professional Services will apply. They are available at:

<http://www.unops.org/english/whatweneed/Pages/Guidelinesforsuppliers.aspx>

