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[Company Name]

Request for Proposal (RFP) for

Professional Consulting Services for [Company Name]



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Document Control

Document Information	
Document Id	
Document Owner	
Issue Date	
Last Saved Date	
File Name	

Document History

Version	Issue Date	Changes
1.0		

Terms and Definitions

Terms and abbreviations used throughout the RFP

Table 1: Abbreviations and Definitions

Abbreviation	Definition

Table 2: Acronyms used

Acronym	Description
e.g. HR	Human Resources



RFP Overview

1.1. [Company Name] Overview

{Introduction about the organization}

1.2. Legal

The Services

The general nature of the Services to be rendered by the Service Provider is set out in section 2 of this RFP. Bidders are invited to refine and/or supplement the contents of section 2 within the guidelines set out in this RFP and are required to submit, as part of their Proposal, a proposed definitive Scope of Work for the Services which will form Schedule 1 of the Agreement to be entered into between [Company Name] and the Successful Bidder.

1.2.1. Laws and Regulations

The Bidders and the Service Provider shall comply with the laws of the State of Qatar at all times. The Bidder shall make itself fully aware of, and shall take account within its Proposal the impact of, compliance with all such laws. The Agreement shall be governed by and construed in accordance with the laws of the State of Qatar.

1.2.2. Permits and Licenses

The Service Provider shall be responsible for applying for and obtaining all permits and licenses necessary to provide the Services under the Agreement. The Bidder shall satisfy itself as to the procedures and timeframes required for such consents and licenses. It is emphasized that the responsibility for identifying and obtaining the consents and licenses rests solely with the Bidder and the Service Provider.

1.2.3. Disclaimer

The information presented in this RFP is furnished solely for the purpose of assisting prospective Bidders in making their own evaluation of the Project and does not purport to be all-inclusive or to contain all the information that prospective Bidders may require. Prospective Bidders should make their own investigations, projections and conclusions and consult their own advisers to verify independently the information contained in this RFP, and to obtain any additional information that they may require, prior to submitting a Proposal. No member of [Company Name] nor any of their respective advisors and consultants makes any representation or warranty as to the completeness of this RFP nor have they any liability for any representations (express or implied) contained in, or omitted from this RFP.

1.3. Business Objectives

{Business objectives of the company so that the bidder understands the corporate strategy.}

1.4. Statement of Requirement

The following section provides an outline of services to be provided to [Company Name]

1. GAP analysis of existing processes against GIA policy
2. Recommend improvements and enhancements required to be in compliance to GIA policy requirements
3. Create a roadmap to achieve complete certification

Implementation Plan: For the chosen scope put together an implementation plan.

4. Training and Awareness
5. Business Continuity

1.5. Approach and Timeframes

[Company Name] expects that the selected vendor is able to complete the above project in {number of days} days.

The vendor shall in his response provide an outline of the approach that it shall pursue to accomplish the desired objectives along with the intended time frame.

Any variations in the time frame shall be suitable justified.

Service Requirements

[Company Name] intends to engage the services of an external consultant (vendor) to assist it in its quest to achieve compliance to GIA Policy.

The section below defines in added details the intended scope of work.

2.1. GAP analysis of existing processes

- a. Identification and evaluation of processes and procedures.
- b. Alignment of existing business processes with the defined business objectives and goals.
- c. Compliance of the division to established processes and procedures.

Deliverables:

1. A matrix identifying processes per division along with its criticality ratings.

-
2. A list of assets identifying its associated processes and classification.
 3. A GAP analysis report on the identified process complies with the necessary rules and regulations along with recommendations for improvement if any.
 4. A GAP analysis report assessing the alignment of business processes to [Company Name]'s business objectives and goals, recommendation to mitigate the deviancies.
 5. A compliance report for identified processes along with recommendations.
 6. An immediate, written report of all irregularities and illegal acts, or indications of illegal acts of which the vendor becomes aware of during the audit process to the Board of Directors or equivalent of [Company Name].

2.2. Recommend improvements and enhancements required to be in compliance to GIA policy requirements

- a. Identification of necessary controls and checks in processes to ensure integrity of the process.
- b. Evaluating the health of Information System, assessing the information classification, processes, controls etc
- c. Recommending and prioritizing the controls and process enhancements needed to secure the information system based on the risk methodology

Deliverables:

1. A report identifying processes along with its checks and controls, evaluation of controls, recommendations.
2. An IT audit report based on the Government Information Classification Policy (IAP-GOV-DCLS) and the Government Information Assurance Manual (IAP-GOV-INFA)

2.3. Create Road Map for complete certification

- a. Define a road map for full GIA compliance.

Deliverables:

- a. Based on the resources availability, work required, management commitment and other related factors define a roadmap by the end of which the organization will be in full compliance with GIA Policy.

2.4. Implementation Plan

For the chosen scope put together an implementation plan:

- a. Define as applicable processes required for GIA Policy compliance e.g. Change Management, Incident Management etc

-
- b. Define administrative controls as applicable. E.g. All changes should be authorized.
 - c. Review and define policies and procedures as applicable. E.g. Risk Management methodology, Corporate Information Security Policy etc
 - d. Put together a RFP or an implementation plan for applicable technical controls etc

Deliverables:

- 1. An execution plan detailing an implementation strategy.
- 2. Propose and implement as applicable administrative controls
- 3. Propose and implement as applicable process modifications (implementation / modification) etc.
- 4. Propose and implement as applicable, required documentation (set of policies and procedures)
- 5. A RFP for implementing technical controls.

2.1. Training and Awareness

- a. Provide necessary training and knowledge transfer to the identified team / resources
- b. Create and implement an information security awareness plan

Deliverables:

- 1. Define a plan and deliver knowledge transfer to the project team and any other resource identified by [Company name]
- 2. Define and deliver a Security Awareness program for the team.

2.2. Business Continuity

[Company Name] would like to develop a corporate Business Continuity Plan as part of its organizational strategy; as a result the vendor is advised to take the following into consideration:

- a. Undertake a Business Impact Analysis (BIA) at the same time as assessing process criticality
- b. Audit the current levels of existing business continuity processes (if any)
- c. Develop a Business Continuity Plan to address [Company Name's] needs. The plan should include (at least) details of BC governance, how escalation is handled and how the plan needs to be tested. The plan should be a corporate level plan that will allow individual businesses to develop their own specific plans in the future.

Deliverables:

- 1. Result of the BIA exercise



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2. BCP addressing the organizations's requirement including all necessary documentation, process flows and test plan.
3. Test Report of BCP

2.3. Scope OF EXCLUSIONS

The services do not include financial audit of its accounts.

GENERAL REQUIREMENTS

1. The vendor's resources shall be based in Doha, State of Qatar in the offices of [Company Name].
2. Remote consulting services shall not be entertained
3. Only qualified resources, having specific domain expertise will be proposed; no junior consultants will be accepted.

Project Management requirements

All vendor teams are required to familiarize themselves with the policies and processes for project management in [Company Name]. This is possible by making contact with the [Company Name] PMO where the appropriate material will be made available.

**Please update this section as per the project management methodology applicable in your organization.*

4.1. Project Plans

1. For the purposes of responding to this RFP the vendor must provide a high level project plan. The plan must be comprehensive enough in scope and detail to convey the vendor's ability to manage this project as specified in this RFP.
2. The vendor must stress work quality and how quality is ensured in all aspects of the project. The vendor must indicate in his plan how the status and visibility of project progress will be monitored. Vendors must describe their approach to project management during the implementation and operational phases as well as managing and coordinating different phases and activities of the project.
3. As part of the overall project the Vendor shall establish a project control office that shall perform at least the following:
4. Maintain a summarized program schedule of key high-level activities in a suitable graphical form
5. Update the master schedule to reflect activity completion and schedule changes
6. Maintain detailed schedules for major activities such as site preparation, hardware installation, testing and training

4.2. Project Approach

The Bidder describes their approach for delivering the project.

4.3. Project Scheduling plan

The Bidder shall provide a detailed project plan with a Work Breakdown Structure (WBS) where applicable.

The project control office of the Vendor shall ensure that the plan is updated at agreed intervals / achievement of milestones.

[Company Name] reserves the right to approve and / or request changes to the Bidder's schedules.



4.4. Project Organization plan

The Vendor shall provide an organization and staffing plan that includes the organization for the management and execution of the project.

Functions and responsibilities of each department or group shall be detailed.

Interfaces between departments, sections or groups, and between the Vendor and [Company Name] shall be portrayed and explained, as well as the practices and procedures that will govern the control and execution of the work by these departments, sections or groups.

The Vendor shall submit staffing or manpower allocation details in accordance with the project organization plan. Phase-in of the staff at various stages of the project shall be clearly shown, in addition to the amount of office space required during each stage.

The Vendor shall include in the proposal, the job description of each staff position. Resumes of staff intended to participate in the project are to be submitted within thirty (30) days of contract signature by the successful Bidder. [Company Name] reserves the right to accept or reject any of the Vendor's staff.

4.5. Project Issues & Risk Management plan

Bidder shall describe their approach to managing risk and issues on the project. The processes and procedures used for managing issues & Risks should align with [Company Name] PMO where appropriate. The [Company Name] project team / PMO shall maintain a Project Issues and Risk Register and monitor it regularly.

4.6. Project Communications Management plan

Vendor must describe how project communications will be managed making reference to project status reporting and other communications events.

4.7. Project Quality Management

The Vendor shall provide a quality assurance plan to insure that ALL delivered systems meet the stated requirements of this RFP.

The Vendor shall insure that individuals appointed to measure quality (conformance to requirements) report directly to the manager of the project team and have status at least equal to other groups on the project team.



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4.8. Reporting Plan

The Bidder's proposal shall include a reporting plan. The day-to-day project reporting should be done. The reporting plan shall outline the types of reports that will be used by the Vendor to report project status; these include but are not limited to:

- ✓ Executive summary reports
- ✓ Weekly / Bi-Weekly reports
- ✓ End of each implementation phase reports
- ✓ Risks / Issues Report
- ✓ Change and variance reports

The reporting plan should also indicate the frequency and content of each report.

4.9. Project Personnel

[Company Name] requires that a full-time Project Manager be assigned to oversee the operation of the entire project. The Project Manager should have a minimum of five (5) years experience managing projects of similar scale and objectives for accounts similar in scope and complexity to this project and must have demonstrated effective oral and written communications skills in English.

The Project Manager will be located on-site at an [Company Name] in Doha, Qatar.

Pricing requirements

The Bidder's tendered pricing for provision of the Services must be presented in great detail and must be broken out to identify cost heads. The following table illustrates a sample of such breakdown.

The Bidder must present a cost breakdown for each phase outlined in their plan / proposal.

Work Area	Required Information
Project Management	<ul style="list-style-type: none"> • Include costing model (e.g., number of resources, number of staff-hours, hourly and daily rates of resource) • Include expenses (e.g., per diem, travel, hotel)
Technical Services	<ul style="list-style-type: none"> • Include costing model (e.g., number of resources,

Work Area	Required Information
	number of staff-hours, hourly and daily rate of resource)
Training	<ul style="list-style-type: none">• Include the cost of training clearly identify the type of course, location, number of attendees and duration

In addition to providing costs per phase, the Bidder must provide [Company Name] with the total cost for providing the Services for its tendered Proposal.

Such total cost shall be expressed as a single, all-inclusive lump sum amount, expressed in QR (Qatari Riyal) inclusive of all taxes, deductions and Expenses of any kind.

The Bidder may amend the tendered cost for its Proposal only with the written consent of [Company Name].

Selection Process

6.1. Selection Criteria

A review and evaluation of Proposals submitted will be the sole basis for the selection of the Bidder judged to be the best qualified to act as the Service Provider. The Proposals will be assessed against the following criteria:

**Please list down your selection criterion here. Following for reference purpose only.*

- ✓ Listing of all deliverables and milestones (the “Scope of Work”)
- ✓ Project management plan, approach and methodology
- ✓ Qualifications and experience of the proposed project team
- ✓ Company profile (e.g., footprint, financial stability, number of employees with relevant experience) and experience with similar engagements
- ✓ Price: [Company Name] will select the Successful Bidder in its sole discretion, and is not necessarily bound to accept the lowest priced, or any, Proposal

6.2. Evaluation

**Provide an overview of the [Company Name's] evaluation process here*

6.3. Contract Negotiation

**Provide an overview of the [Company Name's] contract negotiation process here*

6.4. Contract Award

**Provide an overview of the [Company Name's] contract awarding process here*

Administrative information and requirements

7.1. Timetable

All Proposals must be received no later than {Date} at 14:00 Doha Time. Proposals received after this time will be returned unopened to the Bidder. Proposals delivered to a location other than that specified below will not constitute a receipt. It is the Bidder's sole responsibility to ensure that Proposals are received by the specified time. A list of major milestones is given hereafter:

Milestones	Due Date
Invitation to Tender Sent Out to Bidders	
Acknowledge Receipt	



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Milestones	Due Date
Questions and Clarification period ending	
Proposal Delivery Due Date	
Proposal Presentation Dates (subject to invitation and only if required)	
Notification of Award (Indicative)	
Expected Completion of the Project	

The following set dates are firm and shall not be waived unless specified in writing by [Company Name].

7.2. Request for Information and Contacts

Questions pertaining to this RFP should be directed to the [Company Name] by e-mail at: {email}

Any contact by a Bidder with any [Company Name] staff member subsequent to issuance of the RFP and before ranking of the Proposals and selection by the [Company Name] regarding the RFP can be grounds for disqualification.

7.3. Responses to Inquiries

[Company Name] will issue responses to inquiries and any other corrections or amendments it deems necessary, in written addenda issued before the Proposal's due date. Bidders shall not rely on any statements or explanations other than those made in this RFP or in any addendum to this RFP. Where there appears to be a conflict between the RFP and any addenda issued, the last addendum issued will prevail.

7.4. RFP Duration

The Bidder must clearly note that its Proposal is valid for a {number of days}-day period from the date of submission.

7.5. Other Information

The Bidder must provide any additional information that the Bidder believes would assist [Company Name] in evaluating the Proposal. Summarize the reasons that the Bidder is best suited to serve as the Contractor. Discuss the Bidder's unique attributes and the individuals assigned to the project. Be specific and relate this discussion to how [Company Name] will benefit from the involvement of the Bidder.

7.6. Prime Vendor/Secondary Vendors

If the Bidder (prime vendor) believes that it does not have all the expertise and/or resources for the assignment, it may associate with individual consultant(s) and/or vendors (secondary vendor/subcontractors) in a consortium, joint venture, or sub-consultancy, as appropriate.



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Prime vendors may associate with secondary vendors invited for this assignment only with [Company Name's] approval.

Bidders can associate with only one consortium, joint venture, or sub-consultancy; multiple associations will lead directly to disqualification.

However for the sake of liability and agreement, [Company Name] will sign an agreement with the prime vendor / contractor and they will be bear all the liability associated with the project / agreement.

It will be the responsibility of the prime vendor / contractor to in turn negotiate and make sub agreements as applicable / necessary with the sub contractors and / or consortium members.

Format of Proposals

8.1. Guidelines

To ease review and evaluation, it is essential that Proposals are presented with the following information in the following sequence and in English language.

8.1.1. Project Definition and Scope of Work

Bidders must provide a statement of understanding of the overall scope of the project and an overall description of the Bidder's role and responsibilities concisely stating the extent and nature and schedule of the Services to be provided and including a listing of all deliverables and milestones (the "Scope of Work"). Bidders shall take note that the Scope of Work, once agreed with [Company Name], shall form part of the Agreement.

8.1.2. Project Plan and Methodology

The bidder must provide the Plan of services, including a detailed project agenda and timelines that completely addresses the Scope of Work in Section (3); provide a clear and concise work plan identifying:

- All major phases of the work to be performed.
- The estimated amount of time for each Division.
- Anticipated completion date(s) for each phase.
- Precedence or priority order for each phase.
- Required assistance from [Company Name].

The bidder shall describe the kind and amount of assistance to be required of [Company Name] and its employees. This includes amongst other things, a list of employees that it wishes to interview and the kind of interaction it seeks (emails, surveys, interviews etc), documents and other information that it may require etc.

The proposed solution shall include any functional rationale and the technical approach/methodology adopted.

An organization chart shall depict the suggested project structure as well as interfaces and liaisons to [Company Name] PMO team.



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8.1.3.Compliance Matrix

Please provide a compliance matrix indicating all the work / deliverables provided in line with the Service Requirements outlined in Section 2.

It is assumed that the bidder's price includes all the items where the bidder has complied with the requirement.

8.1.4.Company Profile

Introduce the firm's organization using the Company Information Table as shown below and add any additional valuable facts (e.g., parent, age, size, number of customers, offices). Please include an ownership structure and an overview of the firm's organizational structure with special regard to its footprint in the Middle East.

Company Name		2009	2010	2011	YTD 2012
Number of Employees	Globally				
	GCC* Countries				
	Qatar				
Number of Relevant Projects	Globally				
	GCC* Countries				
	Qatar				
Company Revenues	Globally				
	GCC* Countries				
	Qatar				
Relevant Project Revenues	Globally				
	GCC* Countries				
	Qatar				
*Gulf Cooperation Council					



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PROVIDE A LIST OF CUSTOMER REFERENCES SPECIFIC TO THE PROVISION OF SIMILAR PROJECTS AND SERVICES.

Company Name		
Project Name		
Client Information	Name	
	Number of Employees	
	Country	
	Sector (Public/Private)	
Client Contact	Name	
	Phone Number	
	Email	
Project Description	Overview	
	Approach	



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	Status	
Project Volume	Budget	
	Person-days	
Project Duration	Start Date	
	End Date	

8.1.5. Information About Individuals and Access to Firm Resources

Provide the name, title, office location, phone number, and fax number of the individual who will serve as the primary contact for [Company Name]. Provide relevant credentials and qualifications for the primary person. Describe the project team and provide detailed resumes indicating the participation within the customer references defined above (2 pages per primary individual, one page for others.). Discuss the availability to [Company Name] of all such personnel. Note that all services must at the request of [Company Name] be provided within [Company Name] premises.

Name	
Education	
Age	
Employment History	
Relevant Experience in EXPERIENCE DOMAIN	

8.1.6. Compensation

The Bidder must detail the compensation to be earned for due performance of the Scope of Work, including a breakdown per phase, according to Chapter 2 as part of the financial proposal. All provisional costs not included in the lump sum price or outside of the base Scope of Work must be indicated separately.

8.1.7. Change request for Service Agreement Draft

The Bidder must detail any change requests for the Service Agreement Draft (see appendix) that he deems necessary to be able to render the services. The change request list is part of the financial proposal.

8.1.8. RFP Duration

The Bidder must clearly note that its Proposal is valid for a 60-day period from the date of submission.

8.1.9. Other Information

The Bidder must provide any additional information that the Bidder believes would assist [Company Name] in evaluating the Proposal.

Summarize the reasons that the Bidder is best suited to serve as the Service Provider. Discuss the Bidder's unique attributes and the individuals assigned to the project.

Be specific and relate this discussion to how [Company Name] will benefit from the involvement of the Bidder (2 pages).

Please refrain from adding supplementary company information to the Proposal as the information will be excluded from the evaluation process.

All Proposals must be prepared and submitted in accordance with the instructions provided in this RFP.

Each Proposal received will be reviewed to determine if the Proposal is responsive to the submission requirements outlined in the RFP. A responsive Proposal is one that follows RFP requirements, includes all documentation, is submitted in the format outlined in the RFP, is of timely submission, and has appropriate signatures as required on each document.

Failure to comply with these requirements may deem the Bidder's Proposal non-responsive.

8.2. Proposal Delivery

The **financial proposal** shall be submitted separately and clearly marked in both the paper and electronic formats.

The **technical proposal** shall not contain any parts of the financial proposal and shall include the Bidder's Scope of Work.

The proposals shall be in separate sealed envelopes (paper copies) that bears the name address and phone number of the Bidder and of the Bidder's designated contact person.

For electronic copies both the proposals shall be in separate electronic files and clearly marked as “Financial Proposal” and “Technical Proposal”.

The bidder shall submit the original signed proposal to the organization in a sealed envelope via registered mail or by hand to:

{Address of Company}

AND / OR

Submit the proposal through an online eTender Portal

AND / OR

Submit the proposals to the registered email.

**The organization shall update this section with the relevant procedure adopted within their organization.*

8.3. Proposal Presentation

If necessary, [Company Name] might request Bidders for a formal presentation of their Proposal to the {Company's Tender Committee}.

8.4. Condition Statement and Officer's Signature

The Proposal must be signed by an officer of the Bidder who is legally authorized to enter into a contractual relationship in the name of the Bidder with [Company Name]. The following statement shall be repeated in the Bidder's Proposal and signed by such officer:

“[Bidder] agrees to abide by all conditions of this RFP and certify that all information provided in this Proposal is true and correct, that the undersigned is authorized to sign this Proposal on behalf of {Bidder}, that {Bidder} is in compliance with all requirements of this RFP, and that {Bidder} will immediately notify [Company Name] if any conflict of interest or litigation event or any other event which would materially affect the Bidder's ability to perform the Services occurs following selection of {Bidder} as the Service Provider for the Project.”

Essential Terms and Conditions

9.1. [Company Name] Rights

[Company Name] may, at its sole and absolute discretion, reject any and all or parts of any or all Proposals; re-advertise this RFP; postpone or cancel at any time this RFP process; or waive any irregularities in the RFP or in the Proposals received as a result of this RFP.

9.2. Proposal Expenses

All expenses involved with preparing and submitting Proposals to [Company Name], or any work performed in connection therewith, shall be borne by the Bidder. No payment will be made for any Proposals received, for any other effort required of or made, or for any expense incurred by the Bidder before commencement of Services, which shall commence upon execution of the Agreement by both the Successful Bidder and [Company Name].

9.3. Formal Agreement

This RFP and the Proposal of the Successful Bidder will constitute the basis of the negotiations for the Agreement. Notwithstanding, [Company Name] right to request modifications and or further negotiations concerning any aspect of the Proposal, the Proposal as submitted (or as may be subsequently amended by agreement of Bidder and [Company Name]) shall constitute an offer capable of acceptance by [Company Name] by communication of a Notice of Award, at which point Bidder shall be obliged to deliver executed copies of the Agreement.

9.4. Governing Laws

By submitting a Proposal, the Bidder agrees that the Agreement shall be governed by the laws of the State of Qatar.

9.5. Sufficiency of Proposal

The Bidder is responsible for carefully examining all RFP documents including any and all updates or revisions thereto made or announced by [Company Name] prior to the deadline for submission of Proposals to ensure that the information provided is adequate and clearly understood and that all RFP documents have been received.

The Bidder shall make its own interpretation of any and all information provided in this RFP and shall obtain and verify all necessary data and information including informing itself with respect to all conditions which might in any way affect the cost or the performance of the Services. No relief or consideration will be given for errors and/or omissions contained in this RFP and neither [Company Name] nor any other member of [Company Name] (as defined in the Agreement) nor any of their respective advisors or consultants is responsible for the accuracy or completeness of such information and/or its interpretation by Bidders. In no event whatsoever will any member of the [Company Name] or any of their respective advisors or consultants be liable to Bidders for any information contained in or omitted from this RFP.



Without prejudice to the above, in the event of an inconsistency discovered by a Bidder (who shall be obliged to notify its discovery immediately to [Company Name]) or by [Company Name] in the RFP, [Company Name] shall be entitled, in its absolute discretion, to resolve such inconsistency and to issue details of such resolution to all Bidders by way of notice in this RFP. Any failure or delay by [Company Name] to issue such a notice shall not entitle any Bidder to any relief or consideration or create any liability between [Company Name] and any Bidder.

The failure or neglect of the Bidder to carry out these verifications and investigations shall not absolve the Bidder from any of its obligations under the requirements of this RFP or the Agreement subsequently executed with the Successful Bidder.

No relief or consideration will be given for errors and omissions contained in this RFP. No action of [Company Name] shall amount to an approval of the contents of the relevant Proposal or acceptance of its suitability for the Project. The Agreement, once executed, shall constitute the entire agreement between [Company Name] and the Service Provider in relation to the provision of the Services.