



# WAFF

## REQUEST FOR PROPOSAL

Invitation to Tender for Agencies in respect of  
Commercial Rights and Services for  
WAFF Championships, 2022- 2023

**Feb 2022**

Date of issue: 10 February 2022

Deadline for submission of Bids: 4:00 PM 28 March 2022

## Table of Contents

1. INTRODUCTION .....	2
2. OBJECTIVES OF THE RFP .....	2
3. CONTACT INFORMATION .....	3
4. WAFF PAST CHAMPIONSHIPS .....	3
5. WAFF 10 <sup>th</sup> MEN CHAMPIONSHIP, UAE 2023 .....	3
6. WAFF 2022 CHAMPIONSHIPS .....	4
7. SUBMISSION TIMELINE .....	4
8. PROPOSAL VALIDITY.....	4
9. AWARD SCHEDULE.....	5
10. SCOPE OF WORK .....	5
11. OBLIGATIONS .....	8
12. AGENCY PROPOSALS.....	10
13. EVALUATION CRITERIA.....	11
14. MANDATORY REQUIREMENTS.....	12

## 1. INTRODUCTION

### WAFF

The West Asian Football Federation (WAFF), founded in 2000 upon the initiative of HRH Prince Ali Bin Al Hussein, is a regional association of football governed under the Asian Football Confederation "AFC" and Federation International de Football Association "FIFA", comprised of 12 Member Associations (Bahrain, Iraq, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, United Arab Emirates and Yemen).

WAFF is a non-governmental organization (NGO) and is one of the five Asian Regional Federations that include West Asian Football Federation, East Asian Football Federation, South Asian Football Federation, Central Asian Football Federation, and ASEAN Football Federation. WAFF is headquartered in Amman, Jordan.

**Our Mission** is to promote football development by organizing championships across the territories of Member countries and providing a suitable platform for participation of all its Member Associations into its different activities.

**Our Vision** is raising the overall standard of football in West Asia through the promotions of development and football activities within its Member Associations.

## 2. OBJECTIVES OF THE RFP

The main purpose of this RFP is to select a dynamic, proactive and fully serviced one marketing agency partner that would meet our strategic approach, the agency to be appointed to exploit all commercial rights associated with WAFF 2022-2023 Championships, including but not limited to TV rights, media rights, sponsorship rights, advertising rights, broadcasting rights, photography and videography rights, marketing rights, branding rights and digital rights.

### Our main objectives are as follows:

This Request for Proposal (RFP) seeks proposals from specialized marketing agency partner to provide WAFF with offers for the management of the marketing, development, sale and servicing of the media rights and sponsorship Rights to the following:

Type of partnership can be found in Schedule 1 below.

#### Schedule 1

10 <sup>th</sup> Men Championship, UAE 2023	Exclusive partnership
*WAFF 2022 Championships	Partial partnership "Excluding Digital Rights"

*\*Marketing agency to submit two separate offers, one for all Commercial Rights "Excluding Digital Rights" and the second one only for Digital rights. WAFF reserves the right to accept the whole or part of your bids, or to allow split or partial awards.*

### Our secondary objectives are as follows:

- a. Build awareness on WAFF and its upcoming championships.
- b. Promote and raise interest in WAFF championships to support sales and marketing efforts.
- c. Elevate WAFF corporate image and brand equity.
- d. Position WAFF as a trusted football federation governed by AFC and FIFA.

### 3. CONTACT INFORMATION

WAFF'S contact for all enquiries is:

Name: Hamzah Abdel Hadi

Title: Marketing Manager

E-mail: Hamzah.abdelhadi@the-waff.com

Telephone: +962 6 5937755

Fax: +962 6 5937756

Address: P.O. Box 5222

Amman, 11953 – Jordan

23 Hasan Barqawi St.

North Abdoun

### 4. WAFF PAST CHAMPIONSHIPS

As one of the most active federations in Asia, WAFF has, to date, successfully organized 39 championships. Details of the WAFF past championships can be found in Schedule 2 below.

#### Schedule 2

<b>25 Male Championships</b>	<b>14 Female Championships</b>
9 MEN CHAMPIONSHIPS	6 WOMEN CHAMPIONSHIPS
2 U23 MEN CHAMPIONSHIPS	2 U19 GIRLS CHAMPIONSHIPS
2 U19 BOYS CHAMPIONSHIPS	2 U16 GIRLS CHAMPIONSHIPS
8 U16 BOYS CHAMPIONSHIPS	1 U14 GIRLS CHAMPIONSHIP
3 MEN FUTSAL CHAMPIONSHIPS	1 WOMEN CLUBS CHAMPIONSHIP
1 MEN BEACH FOOTBALL CHAMPIONSHIP	2 WOMEN FUTSAL CHAMPIONSHIPS

### 5. WAFF 10<sup>th</sup> MEN CHAMPIONSHIP, UAE 2023

The 10<sup>th</sup> Men Championship is considered one of the most premier football championships organized by WAFF to date, scheduled to take place in the UAE, 2023. The championship consists of 11 teams during March 2023. Details of the WAFF 10<sup>th</sup> Men Championship can be found in Schedule 3 below.

#### Schedule 3

Championship	Period	Host	Teams
10 <sup>th</sup> Men Championship, UAE 2023	March 2023	UAE	11 teams UAE (Host), Kuwait, Jordan, Lebanon, Syria, Palestine, Oman, Yemen, Bahrain, Iraq, KSA Apology from Participation: Qatar

*WAFF reserves the right to amend the formats of the WAFF 10<sup>th</sup> Men championship and to remove, replace or add new teams at its discretion throughout the Term.*

## 6. WAFF 2022 CHAMPIONSHIPS

The WAFF aims to enhance its overall commercial value by organizing the below championships throughout the year 2022. Details of the WAFF Championships can be found in Schedule 4 & Schedule 5 below.

### Schedule 4

#	Male Championships	Host	Dates
1	3 <sup>rd</sup> WAFF U23 Championship	TBC	TBC
2	4 <sup>th</sup> WAFF U23 Championship	TBC	TBC
3	3 <sup>rd</sup> WAFF U19 Boys Championship	TBC	TBC
4	9 <sup>th</sup> WAFF U16 Boys Championship	TBC	TBC
5	1 <sup>st</sup> WAFF U14 Boys Championship	Saudi Arabia FF	20 Dec - 24 Dec
6	4 <sup>th</sup> WAFF Men Futsal Championship	Kuwait FA	29 May - 4 June
7	2 <sup>nd</sup> WAFF Beach Soccer Championship	Saudi Arabia FF	15 - 21 May
8	3 <sup>rd</sup> eWAFF Invitational	Kuwait FA	3 - 7 March
9	1 <sup>st</sup> WAFF Men Clubs Championship	TBC	TBC

*WAFF reserves the right to amend the formats of the championships and to remove, replace or add new championship at its discretion throughout the Term.*

### Schedule 5

#	Female Championships	Host	Dates
1	7 <sup>th</sup> WAFF Women Championship	Jordan FA	29 Aug - 6 Sep
2	2 <sup>nd</sup> WAFF Clubs Championship	Jordan FA	14 - 22 July
3	3 <sup>rd</sup> WAFF U17 Girls Championship	Lebanon FA	15 - 25 October
4	3 <sup>rd</sup> WAFF U15 Girls Championship	TBC	1 - 11 November
5	3 <sup>rd</sup> WAFF Women Futsal Championship	Saudi Arabia FF	15 - 25 June
6	1 <sup>st</sup> WAFF Women Futsal Club Championship	TBC	TBC

*WAFF reserves the right to amend the formats of the championships and to remove, replace or add new championship at its discretion throughout the Term.*

## 7. SUBMISSION TIMELINE

The RFP response deadline for submission of proposals is **4:00pm on Monday, 28<sup>th</sup> of March 2022** local Jordan time. Notwithstanding the aforementioned, WAFF may at any time at its sole discretion extend the Deadline by written notice to the bidders (such extended date will be the new RFP response Deadline).

## 8. PROPOSAL VALIDITY

The Proposals shall remain valid and open for a period of not less than 90 days. A Proposal valid for a shorter period may, at the sole discretion of WAFF, be rejected as non-compliant. WAFF may, not later than 15 days prior to the expiration of the Validity Period, request the bidders consent to an extension of the Validity Period. Prior to the expiry of the Validity Period, the bidder must not alter, revoke or withdraw the Proposal.

## 9. AWARD SCHEDULE

The tentative timetable for this RFP is as follows:

<b>ACTIVITY</b>	<b>DATE</b>
<i>Issue RFP</i>	10 February, 2022
<i>RFP Acknowledgement</i>	17 February, 2022
<i>Receipt of queries or clarification questions by agencies, if any</i>	22 February, 2022
<i>Response to queries</i>	24 February, 2022
<b>Submission date</b>	<b>28 March, 2022</b>
<i>Proposal delivery &amp; notification of presentation date</i>	30 March, 2022
<i>Presentations</i>	4-7 April, 2022
<i>Evaluation of proposals</i>	10 April, 2022
<i>Approval &amp; award letter</i>	20 April, 2022
<i>Revision &amp; signature of contracts</i>	24 April, 2022
<i>Commencement of services</i>	30 April, 2022

## 10. SCOPE OF WORK

The Proposals should cover the following services:

### 10.1. GENERAL POLICIES

- 10.1.1.** Agency should handle the management, marketing and sale of WAFF'S media rights to media rights licensees, and the provision of related services.
- 10.1.2.** Agency should handle the management, marketing and sale of WAFF'S sponsorship rights to sponsors, suppliers and commercial partners, and the provision of related services.
- 10.1.3.** Agency should handle the management, marketing and sale of WAFF'S data rights to suppliers and commercial partners, and the provision of related services.
- 10.1.4.** The championship communication strategy that includes the strategic direction for WAFF PR, social media, offline media and Digital marketing efforts shall be objective-driven, including:
- Increasing the visibility WAFF Championships.
  - Enhancing the WAFF image.
  - Differentiating the championship from other championships.
- 10.1.5.** The following minimum criteria will be considered when selecting the agency:
- The agency should be duly licensed in any jurisdiction in practices.
  - The agency should have a minimum of (3) years of experience in its field of operation.
  - The agency shall have sufficient administrative personnel to ensure satisfactory and uninterrupted service to WAFF.
- 10.1.6.** Agency should settle any outstanding financial dues to WAFF no later than the submission date of proposals, 28<sup>th</sup> of March 2022.

## **10.2. MEDIA RIGHTS**

- WAFF is inviting agencies to bid for the right to market, sell and manage the media rights to the WAFF 2022-2023 Championships.
- Agencies should note that the media rights sales plan and any proposals to grant a license **shall be subject to the prior written approval of the WAFF.**

## **10.3. MEDIA SERVICES**

- The proposal shall encompass detailed services in relation to each of the media rights packages for which they are bidding (including detailed proposals for resourcing, staffing and operational delivery of each item).
- Whilst the WAFF expects agencies to demonstrate the breadth of their track record, resources, capacity for delivery across Asia, innovation and expertise in their service proposals, the media services required by the WAFF include as a minimum:

### **10.3.1. MEDIA RIGHTS SALES PLAN**

Agencies are required to submit to the WAFF a media rights sales plan setting out how they propose to manage the marketing, negotiation and sale to potential media rights licensees.

### **10.3.2. RIGHTS PACKAGING:**

Creation and marketing of rights packages.

### **10.3.3. DIGITAL RIGHTS:**

Creation and marketing of digital rights packages.

### **10.3.4. SALES OF RIGHTS:**

- Sales strategy, sales policy and sales planning.
- Sales of media rights, including marketing of rights and execution of sales processes.

### **10.3.5. NEGOTIATION AND CONTRACTING**

- Negotiation of proposed media rights agreements with media rights Licensees.
- Communication management of approvals with the WAFF.

## **10.4. SPONSORSHIP RIGHTS**

- WAFF is inviting Agencies to bid for the right to market, sell and manage the sponsorship rights to the WAFF 2022-2023 Championships.
- Support with opportunities and new avenues that WAFF is approached with and identify the value of participation as needed. The final composition of rights and benefits applicable to each sponsorship rights package will be agreed between the WAFF and successful bidder having regard to a successful bidder's commercial concept proposal.

## **10.5. SPONSORSHIP SERVICES**

- The WAFF is making its sponsorship rights available in sponsorship rights packages based on the WAFF championships.
- Each sponsorship rights package will contain a range of customary sponsorship inventory which may be made available to potential sponsors, suppliers and commercial partners.
- Bidders for the WAFF's sponsorship rights are required to submit a detailed commercial concept proposal for the packaging and delivery of sponsorship rights within each sponsorship package, together with a sponsorship sales plan for the marketing and sale of sponsorship rights to prospective sponsorship rights licensees.

### **10.5.1 SPONSORSHIP RIGHTS AND INVENTORY**

The exact make-up and packaging of sponsorship inventory, rights and benefits applicable to each sponsorship rights package will be determined by WAFF. The WAFF will be interested in reviewing the bidder's commercial concept proposals in this regard. However, bidders are advised that customary sponsorship rights, benefits and inventory are set out to include:

### **10.5.2 SPONSORSHIP SALES PLAN**

In addition to the commercial concept proposal, bidders are required to provide a sponsorship sales plan in relation to the marketing, negotiation and sale of all sponsorship rights packages bid for.

### **10.5.3 RIGHTS PACKAGING:**

Creation and marketing of rights packages.

### **10.5.4 SALES OF RIGHTS:**

- Sales strategy, sales policy and sales planning.
- Sales of sponsorship rights, including marketing of rights and execution of sales processes.

### **10.5.5. NEGOTIATION AND CONTRACTING**

- Identify, negotiate and propose strategic partnership opportunities, and sponsorships that align with WAFF'S values, reach to target audience, level of media exposure and potential reputation concerns, and provide advisory to WAFF as needed.
- Communication management of approvals with the WAFF.

## **10.6 ISSUES AND CRISIS MANAGEMENT**

- Support WAFF in identifying potential issues/crises and provide advisory on issues management and crisis communication through advice and counsel.
- When needed, develop and implement social media crisis communication plan(s), advising on the approach, messaging, and timing.
- Draft, edit, translate, seek approval, and distribute reactive media statements during issues and/or crisis scenarios.



## 10.7 ACCOUNT MANAGEMENT

Provide day-to-day account management for WAFF. Responsibilities will include:

- Content creation, posting strategy for social media platforms including Facebook, Instagram, Twitter, YouTube.
- Graphics support, including photos, videos, original infographics, and other visuals that are in-line with the agency's recommended strategy.
- Develop and continuously update a set of bilingual frequently asked questions (FAQs) to answer queries/respond to comments within the approved timeframe.
- Attend regular meetings either in person and/or by phone, as requested on weekly basis.
- Willingness to work closely with WAFF's other marketing agencies to ensure a cohesive and well-coordinated communication approach.
- Update and share weekly status reports on tasks at hand, their status, and deadlines for delivery.

## 10.8 PRESS OFFICE AND STRATEGIC CONTENT FUNCTION

Draft press office and strategic content materials for WAFF in English/Arabic, including:

- Develop up to 4 bilingual press releases to be distributed to local approved media list.
- Conduct up to 2 media interviews with local media entities.
- Secure up to 2 feature stories to highlight WAFF achievements in local media.
- Conduct up to 2 press conferences.
- Arrangements and development of the championships draw ceremony.
- Arrangements and development of the closing ceremony.
- Secure speaking opportunities – identify speaking opportunities and develop speeches in English and Arabic, and support with on-ground preparation as needed.
- Develop marketing collateral material.
- Daily keyword-based monitoring of local print and online media (Arabic and English) for news on WAFF championships, in addition to relevant industry news, provided in the form of daily monitoring reports.
- Provide coverage reports with qualitative and quantitative analysis of coverage, sentiment, language, and measurement.

## 11 OBLIGATIONS

### 11.1 WAFF OBLIGATIONS:

- WAFF shall license to the winning bidder the commercial rights in accordance to the terms of this RFP.
- WAFF shall organize and coordinate with the winning bidder the championships' logistics in accordance to the terms of this RFP.
- WAFF shall invite a non-WAFF member to any of its championships.
- WAFF shall decide the host of any of its championships. **(Excluding WAFF 10<sup>th</sup> men championship as UAE host is confirmed)**
- WAFF shall ensure that it adheres to best industry practice in relation to the staging of all championships, including teams travel, accommodation and logistics in coordination with the host member in connection with the championship.
- WAFF shall ensure that all necessary license, permits for staging any championship are obtained.

- WAFF shall ensure the official match's stadiums are all clean of any commercial signage.
- WAFF shall ensure that a controlled access area is established at each of the official match stadiums, and that the host establishes an accreditation system to manage and restrict access to the controlled access areas at each of the official match stadiums.
- WAFF to support the winning bidder with protecting the rights & benefits of the championship's commercial rights.
- WAFF shall invite all members to participate in the championships.
- WAFF shall ensure the winning bidder access to the official match stadiums available as well as all sponsors and broadcast/media partners, at all reasonable times and at no additional cost.
- WAFF and the host shall be responsible for the safety and security at the official match stadium, including safety for personnel and patrons, and safety for broadcast equipment and signage once installed at the official match stadia and shall ensure secure storage facilities are available for such equipment at or near each official match stadia.
- WAFF shall make available its official website and social media platforms promoting the championships and shall make advertising opportunities available to the championship's sponsors and broadcast/media partners.
- WAFF to provide the winning bidder with the fixture lists for the championships including matches schedules, stadia and kick off times.

## **11.2 WINNING BIDDER OBLIGATIONS:**

- Winning bidder shall ensure that for each match played, there will be 1 championship advertising board placed at the center half line and shall ensure 4 additional advertising boards to be used by WAFF.
- Winning bidder shall opt out any of the gambling and alcohol sectors from the bidding process.
- Winning bidder undertakes that it shall pay the applicable VAT and/or other taxes and duties that arise in accordance to the terms of this RFP
- Winning bidder shall provide to WAFF, quarterly statements and reports outlining the agreements entered into with licensees, sponsors, and partners. Reports must include the gross revenue received by winning bidder.
- Winning bidder undertakes and agrees that the Reports shall be prepared and maintained in accordance with generally accepted accounting principles.
- Winning bidder shall conduct itself in a manner consistent with the high image and reputation of the championships. And it shall cooperate fully with WAFF in relation to its exploitation of the commercial rights for the championships.
- For the benefit of doubt, winning bidder shall provide WAFF with any additional adds on to the bid, for example but not limited to:
  - WAFF U23 Men Championships.
  - WAFF Men Futsal Championships.
  - Women Championships
  - WAFF Beach Soccer Championships.
  - WAFF eSports Championships.

## 12 AGENCY PROPOSALS

### 12.1 CONTENT OF FULL-SERVICE AGENCY PROPOSAL

Full-Service agency proposals should set out a full plan for each of the above referenced full-service agency requirements to include details of:

- Service levels by WAFF championships aligned with the proposed commercial concepts.
- Project plan for delivery for WAFF championships.
- Human and other resources to be applied to delivery of each of the Full-Service agency requirements.
- KPIs and performance criteria.
- Whether the agency will provide the services in-house or whether it intends to sub-contract the provision of services in some or all markets, together with the proposed means of sub-contracting and considerations as to selection of sub-licensees based on quality, geographic reach and price.
- Processes for regular performance review of service delivery, measured against KPIs, budget and agreed service levels.
- Processes for budget setting, cost-control and budget review / reporting.

### 12.2 PARTNERSHIP APPROACH

The agency proposals should set out details of the agency's approach to partnership with the WAFF, to include details of:

- Organizational structure, key relationships and reporting lines.
- Strategic planning and project management approach.
- Transition plan to take over as full-service commercial agency, to ensure uninterrupted delivery and full knowledge transfer in advance of and at the end of the Term.
- Vision for building WAFF championship and WAFF brand long-term, with focus on key investments and developments.
- Reporting and meeting framework.
- Decision-making approach.

### 12.3 LEGAL NOTICES

- This RFP does not constitute a contract or an offer that is capable of acceptance by any bidder.
- The bidder agrees that it will not disclose the financial terms of any proposal it makes to any third party.
- The contents of this RFP must not be copied, reproduced, distributed or passed to any other person at any time except for the purpose of enabling the bidder to submit a proposal.
- Legal support – including providing legal advice on rights for packaging and sales policy, advising during sales process as necessary, tailoring the WAFF's rights agreements, negotiating amendments and concluding agreements **(subject always to WAFF's prior written approval)**.

## 13 EVALUATION CRITERIA

Bidders will be evaluated based on the below criteria; weightage to technical proposal (20%), and weightage to financial proposal (80%).

**13.1 TECHNICAL PROPOSAL.** Overall strategy, including objectives, and action plans, including:

**13.1.1 MEDIA SERVICES**

- Agencies are required to submit to the WAFF a media rights sales plan setting out how they propose to manage the marketing, negotiation and sale to potential media rights licensees.
- Sales strategy, sales policy and sales planning.
- Sales of media rights, including marketing of rights and execution of sales processes.

**13.1.2 SPONSORSHIP SERVICES**

- The WAFF is making its sponsorship rights available in sponsorship rights packages based on the WAFF championships.
- Each sponsorship rights package will contain a range of customary sponsorship inventory which may be made available to potential sponsors, suppliers and commercial partners.
- Sales strategy, sales policy and sales planning.
- Sales of sponsorship rights, including marketing of rights and execution of sales processes.

**13.1.3 TEAM STRUCTURE AND RELEVANT EXPERIENCE**

- Allocated team with relevant industry experience. Please provide team biographies.
- Account Director – to closely overlook strategy.
- PR and social media Account Executive.

**13.1.4 AGENCY HISTORY AND EXPERIENCE**

- Relevant industry experience.
- Documented prior experience in handling championships of similar size and scope.
- Ability to demonstrate a strategic approach to planning.
- Business integrity and reputation in the industry relevant to scope of services.
- Regional presence/affiliate offices and ability to tap into regional network resources
- Exceptional relations with local and regional media, level of media exposure.
- Identify, evaluate and propose strategic partnership opportunities, and sponsorships in alignment with WAFF'S values, and provide advisory to WAFF as needed.

**13.2 FINANCIAL PROPOSAL**

Agencies bidding to be appointed by the WAFF in respect of the commercial rights and services for WAFF championships, 2022- 2023 are required to provide the following financial and business information as part of their proposals:

- Offers to exploit all commercial rights associated with WAFF 2022-2023 Championships, including but not limited to TV rights, media rights, sponsorship rights, advertising rights, broadcasting rights, photography and videography rights, marketing rights, branding rights and digital rights. (Refer to schedule 1)
- Details of the bidder's corporate structure and ownership structure (including details of each shareholder and their shareholdings) including details of its ultimate holding company and all companies within its Group.

- Certified complete copies of the audited accounts (or equivalent accounting information) and up to date financial and accounting statements covering the period between the yearend date of the last financial year for which audited accounts are available of the bidder, its ultimate holding company and all companies within its group for the past three annual accounting periods.
- A detailed description of any partnerships, agency agreements, joint ventures or similar arrangements entered into by the bidder, its ultimate holding company and any group companies in the field of international sports media and/or sponsorship rights and services, together with details of any actual or potential conflicts of interest that may arise if the bidder were to be appointed by the WAFF.
- Details (in percentage terms) of the proportion of the bidder's turnover for the past three annual accounting periods attributable to: (1) sports media rights; (2) football media rights; (3) sports sponsorship rights; and (4) football sponsorship rights.
- Details of three high-level independent referees from whom the WAFF may take references relating to the bidder.
- A comprehensive Financial Security proposal to provide:
  - WAFF with financial security for payment of any total fixed consideration and/or any other payments offered to the WAFF under their proposals.
  - Winning bidder shall issue to WAFF a certified bank check for an amount of 5 % of the proposal value.
  - Proposed offers to include breakdown of budget and deliverables.

### **13.3 PAYMENT TERMS**

The winning bidder will be required to pay the consideration in advance installments in accordance with the following:

- 20 % upon signing the contract. And the remaining amount in 3 anticipated installments of equal amounts due respectfully **1.** June 30<sup>th</sup> 2022 **2.** Dec 31<sup>st</sup> 2022 **3.** June 30<sup>th</sup> 2023

**13.4** All required **financial** and technical information set out in this RFP must be supplied as part of the proposal. If any bidder does not provide the information required, the WAFF reserves the right to treat any proposal made by such bidder as non-compliant.

## **14 MANDATORY REQUIREMENTS**

The submitted proposals should be inclusive of, but not limited to, the following

### **14.1 BIDDER'S PROFILE**

- Provide agency's name, address, internet URL, telephone, fax and key numbers.
- List all other regional and international network offices.
- Describe the agency's relevant ownership or any affiliations with networks or trading arrangements with other companies.
- Identify all services offered by each agency.

## **14.2 AGENCY PERSONNEL**

- Include the staff organization chart complete with CV's for all proposed staff.
- Include the name, title, e-mail address and mobile phone number of the individual who will serve as agency's primary client contact.

## **14.3 CLIENTS**

- List the agency's top 5 clients indicating each client's tenure with agency with references.
- Highlight any possible conflicts of interest.
- List accounts won over the past two years.

## **14.4 EXPERIENCE/CASE STUDIES**

- Describe the agency's strategic approach and methodology.
- Provide relevant industry experience and case studies

## **14.5 TECHNICAL PROPOSAL**

- A clear definition of WAFF and the agency's respective responsibilities.
- Work plan and deliverables.
- To include main objectives, strategy, the proposed work plan should be consistent with the approach and methodology.

## **14.6 COMMERCIAL PROPOSAL**

- Proposals, shall be submitted lump sum fee basis in US Dollars inclusive of professional fees and all disbursements, wages, accommodation, overheads, profit, consumables, transport, taxes, all expenses, inflation etc.

## **14.7 PRESENTATION:**

- Selected agencies will be invited to WAFF'S offices to provide a presentation further explaining the proposals; the bidder shall bear all costs and expenses in relation to such.