

Bahrain Development Bank B.S.C (c)

Tender Title	BDB's Rebranding Project
Tender Number	RFP/BDB/2025/05
Month/Year	April / 2025
Publishing Date	17 / April / 2025
Closing Date	12 / May / 2025
Enquiries End Date	28 / April / 2025
Enquires Response Date	05 / May / 2025

1. Introduction

Bahrain Development Bank B.S.C (c) is a company existing under the laws of the Kingdom of Bahrain and licensed by the Central Bank of Bahrain as a conventional retail bank licensee (the "**Bank**"). In line with its operations, the Bank is looking for the Services (as defined below).

To this end, the Bank is requesting proposals from suitable qualified service providers to provide the Services by no later than the Closing Date (as defined below).

Upon award, the successful proposal shall be formulated into a final contract based on the terms and conditions of this RFP Document and particulars of the successful proposal.

1.1. Document Structure

This document and all its attachments and appendices shall be read and considered as one and a whole document, and any attachments and appendices shall be considered an integral part of this document.

1.2. Definitions

- 1.2.1. "Bidder(s)" means the company(ies) that are providing proposals to carry out the Services.
- 1.2.2. "Contract" means the final awarded contract.
- 1.2.3. "Contractor" means the Bidder awarded for carrying out the Services.
- 1.2.4. "RFP Document" means this document and all its attachments and appendices.
- 1.2.5. "Services" means [BDB's Rebranding Project].
- 1.2.6. **"Scope of Work"** means the specific requirements, tasks, deliverables, timelines, and responsibilities associated with the provision of the Services by the Bidder as outlined in Section 2.
- 1.2.7. "**Proposal(s**)" means the submission of the Bidder, which shall include the Scope of Work, fee schedule and all other requirements detailed in this RFP Document.

1.3. Point of Contact of the Bank and Address of the Bank

The point of contact for all clarifications relating to this RFP Document shall be:

Name: Lamees Kadhem Zaber

Designation: Marketing Manager

Department: Marketing and Corporate Communications

Email: lzaber@bdb-bh.com

Tel: +973 17511004 -

and CC Procurements@bdb-bh.com.



Any notice required or permitted to be given under this RFP Document shall be in writing and shall be deemed to have been duly given if sent by email to the email address outlined above or to the Bank's registered address as follows:

Bahrain Development Bank B.S.C (c),

Building 170

Road 1703

Block 317

Diplomatic Area, Kingdom of Bahrain

1.4. Submission of Proposals

The Bidders shall submit the Proposal no later than 3:00 pm on the Closing Date. Proposals submitted later than the prescribed Closing Date and time may be rejected by the Bank at its sole discretion.

Bidders shall submit their Proposals for this tender electronically, via BDB website. For any bid that was not submitted on the BDB website, may be rejected by the Bank at its sole discretion. All queries shall be submitted to the email address mentioned in section 1.3 of this RFP.

1.5. Non-Disclosure

This RFP Document and all its appendices and attachments shall remain the property of the Bank and is transmitted to the Bidder solely for the purpose of preparing and submitting a Proposal in accordance therewith. Bidders shall maintain confidentiality of this RFP Document and shall not release the same, or any part thereof, to any third party for any purpose other than for obtaining quotations directly relating to their Proposal.

1.6. Notice of Receipt of the RFP Document

Bidders shall acknowledge receipt of this RFP Document within three (3) business days upon its receipt. Notification of receipt shall be by e-mail to the email address outlined in Section 1.3. Bidders are to confirm their participation to the tender by 27th April 2025.

1.7. Examination of the RFP Document

The Bidder shall be solely responsible for examining, with appropriate care, the RFP Document, including any addenda issued during the bidding period. The Bidder shall familiarize itself with respect to any and all detailed requirements and/or conditions, which may in any way affect the Proposal, or the provision of the required Services.

Failure on behalf of the Bidder to carefully examine and study the RFP Document shall be at the Bidder's sole risk and no relief for resulting errors or omissions will be entertained.

1.8. Interpretation of the RFP Document

The Bidder may reasonably request the Bank in writing, during the bidding period, for clarification and/or interpretation of any aspect of the RFP Document. All queries or clarifications are to be submitted to the email address outlined in Section 1.3.

Any interpretation or clarification by the Bank will be made in writing to each and every Bidder. Where such interpretation and/or clarification requires a change in the RFP Document, the Bank, may, at its sole discretion, prepare and issue to all Bidders an addendum to the RFP Document.



The Bank shall not be bound by, nor shall the Bidder rely on, any verbal interpretation and/or clarification of the RFP Document that may be given by any person whomsoever.

1.9. Preparation and Content of Proposals

The Bidder shall initial and stamp all pages of their Proposal, including any attachments provided by the Bank and filled in by the Bidder or submitted by the Bidder in support of their Proposal, in order to signify the Bidder's acceptance of the terms, conditions and provisions contained therein. In addition, all Bidders shall formally stamp and initial any corrections or alterations made on the Proposal. All Proposals shall be prepared by, and at the expense of the Bidder. All Proposals and other submissions must be in English unless otherwise provided in this RFP Document.

The Proposal shall include the following:

- 1. The Scope of Work in line with the requirements stipulated in this RFP Document.
- 2. The lump sum price which shall be inclusive of the full Scope of Work, which shall account for mobilization, demobilization, remobilization, provision of plant, equipment, tools, labor, supervision, transportation, travel expenses, housing of contractor's personnel, materials, storage of items, removal of waste, construction and installation costs, insurances, maintenance, overheads and profits, taxes, surcharges, levies, safety supplies, hoardings, signage, PPE, special site conditions, and any and all other criteria which may affect the reasonable provision of the Scope of Work, whether specifically mentioned in this RFP Document, or not mentioned. The lump sum price shall encompass all expenses associated with executing the Scope of Work and ensuring the protection of all deliverables (if any) from any damage up to the final handover to the Bank.
- 3. The fee schedule.
- 4. A Company Classification Certificate issued to SMEs by the Ministry of Industry and Commerce (MOIC) to small and medium size companies.
- 5. Valid Commercial Registration Certificate.
- 6. Bahrainization Certificate (in the case of local Bidders).
- 7. VAT Certificate.
- 8. Declaration of any conflicts of interest.

1.10. Amendment of Requirements

The Bank reserves the right, at its sole discretion, during any stage of the submission period to add to, vary, change or modify the requirements, on its own initiative or at the request of one or more Bidder(s). In such event the Bank shall notify the Bidders of such a change via an addendum and of any time adjustment which may be granted for the submission of Proposals. Such an addendum and time adjustment may be notified to the Bidders at any time prior to the Closing Date.

1.11. Withdrawal of Proposals

Bidders may withdraw or modify a Proposal at any time prior to the Closing Date, provided the Bank has received written and signed documentation of withdrawal or modification before such date and time. Written notification shall be by registered mail to the Bank's registered address or via email to the email address stipulated in Clause 1.3.

1.12. Validity of Proposals

Proposals shall remain valid and binding upon the Bidders for a period of one hundred and eighty (180) calendar days, with a provision for extension upon mutual agreement, commencing from the Closing Date ("Validity Period"). A Proposal may be accepted at any time before the expiration of the Validity Period.



1.13. Ownership of Proposals

Upon submission, the Proposal shall become the sole and absolute property of the Bank and no documentation shall be returned to the Bidder.

1.14. Compliance with Applicable Laws

Bidders shall comply with all local and international laws, ordinances, regulations, and codes that are applicable to the execution of the Services specified in this RFP Document, including but not limited to labor laws, health and safety regulations, and environmental standards.

It is the Bidder's responsibility to ensure that their Proposal and, if awarded, their performance under the Contract will comply with legal and regulatory requirements. Evidence of such compliance may be requested by the Bank at any stage of the procurement process or Contract execution.

1.15. Disclosure of Conflicts of Interest

Bidders must disclose, as part of their Proposal, any potential conflicts of interest that might affect their ability to perform the Contract with impartiality and the best interest of the Bank. This includes any financial or personal interest in the outcome of the procurement process.

Failure to disclose a conflict of interest may result in disqualification from the bidding process or termination of the Contract, should such a conflict be discovered after Contract award.

1.16. Evaluation of Proposals

The Proposal shall be evaluated based on the technical and commercial criteria contained below in this RFP Document. The Bidder may be required to attend meetings at the Bank's offices or at site, during the period of evaluation, to clarify and/or detail any part of their Proposal in order to satisfy the Bank that the Bidder has carefully considered all matters affecting the execution of the Services.

1.17. Rejection and Acceptance of Proposals

The Bank reserves the sole and absolute right to reject any and all Proposals submitted in response to this RFP Document for any reason, including but not limited to non-compliance with submission requirements, failure to meet eligibility criteria, or if it is in the best interest of the Bank not to proceed with a particular Proposal. Bidders acknowledge that no claim is admissible for any expense or cost incurred in preparation of the Proposal(s), or for any other reason.

The Bank reserves the right to accept any Proposal in whole or in part and to negotiate with any Bidder to serve the best interests of the Bank. This may include negotiating terms, conditions, scope of work, or any other aspect of the Proposal.

1.18. Award

The Bank will issue a letter of award and purchase order to the Contractor. Subsequently, the Bank and the Contractor will enter into a contract governing their relationship and the Services that will be performed by the Contractor.

The Awarded Bidder shall submit a Performance Bond to acknowledge its commitment to adhere to its contractual obligations. The value of the Performance Bond shall be 10% of the bid value. The performance bond can be in the form of a certified cheque (manager's cheque), insurance guarantee or bank guarantee. The



form of the performance bond is in Appendix 2.

The performance bond will be returned on completion of the contractual obligations by the Successful Bidder. The performance bond shall be valid for the entire duration of contract - the final date of completion of the project. In the event of extension of contract, the tender bonds shall be correspondingly extended by the Bidder at their own expense to meet the validity requirement mentioned earlier. In the event of any default or breach of any of the obligations by the Bidder under the contract, the bank may at its sole discretion draw on the performance bond to satisfy any liquidated damages to the bank under the contract. In such event, if the contract is to continue after the drawdown of performance bond by the bank, contractor shall submit another performance bond for the remaining period of contract. The performance bond will be released after its validity and successful delivery of its obligation.

1.19. Terms and Conditions

These general terms and conditions shall govern the provision of Services outlined in this RFP Document:

- 1- The Bank reserves the right to withhold payment in the event of unsatisfactory performance or failure to meet deadlines.
- 2- Payment by the Bank shall be made within thirty (30) days of the Bank's receipt of an undisputed invoice from the Contractor or as otherwise agreed upon in writing by the Bank and the Contractor.
- 3- Any intellectual property developed or created as a result of the Services shall belong solely to the Bank.
- 4- The Contractor recognizes and acknowledges that during the course of performing the Services, it may have access to and become acquainted with confidential information of the Bank, including but not limited to proprietary technology, business strategies, financial information, customer data, and any other information deemed confidential by the Bank (hereinafter collectively referred to as "Confidential Information").
- 5- The Contractor agrees to maintain the confidentiality of all Confidential Information received from the Bank, both during the term of the contract and for five (5) years after its termination or expiry.
- 6- The Contractor shall not use any Confidential Information for any purpose other than the performance of the Services under the Contract, nor shall it disclose or permit access to any Confidential Information to any third party without the prior written consent of the Bank, except as required by law or a court order, provided that the Contractor promptly notifies the Bank in writing of such requirement to disclose and cooperates with the Bank in seeking appropriate protective measures.
- 7- The Contractor shall take all reasonable precautions to safeguard the Confidential Information and prevent its unauthorized use or disclosure, including implementing physical, technical, and administrative security measures.
- 8- The obligations of confidentiality set forth in this Clause shall survive the termination of the Contract.
- 9- The Bank may terminate the Contract entered into for the provision of the Services upon serving the Contractor with a thirty (30) day written notice.
- 10- The Bank reserves the right to terminate the Contract with immediate effect by providing written notice to the Contractor in any of the following circumstances:
- a) If the Contractor commits a material breach of any provision of the contract and fails to remedy such breach within five (5) days of receiving written notice from the Bank specifying the nature of the breach;
- b) If the Contractor becomes insolvent, bankrupt, or enters into liquidation or receivership proceedings, or if a petition for bankruptcy or winding-up is filed against the Contractor;
- c) If the Contractor undergoes a change in control or ownership that, in the reasonable judgment of the Bank, adversely affects the Contractor's ability to fulfill its obligations under the contract;
- d) If the Contractor engages in conduct that brings disrepute to the Bank or otherwise damages the Bank's reputation, as determined by the Bank in its sole discretion.
- 11- Upon termination of the Contract, the Contractor shall promptly return to the Bank any Confidential



- Information or other property of the Bank in its possession or control, and shall cease all use of the Bank's name, trademarks, logos, and other intellectual property.
- 12- Upon termination for convenience, the Contractor shall be compensated for all work performed up to the termination date. Upon termination for cause, the Contractor shall not be entitled to further payment until the Services are satisfactorily completed, and any additional costs incurred by the Bank may be deducted from any due payment to the Contractor.
- 13- The Contractor agrees to indemnify, defend, and hold harmless the Bank, its affiliates, officers, directors, employees, agents, successors, and assigns from and against any and all claims, liabilities, damages, losses, costs, and expenses (including reasonable attorneys' fees) arising out of or in connection with the Services provided under the contract, except to the extent such claims arise from the gross negligence or willful misconduct of the Bank.
- 14- The Contractor may not assign or transfer its rights or obligations under the contract without seeking the prior written consent of the Bank.
- 15- The Contractor agrees to perform the Services in accordance with prevailing industry standards and best practices.
- 16- The deadlines for the provision of Services are of the essence of the contract.
- 17- The Contractor shall bear any additional costs or expenses incurred by the Bank as a result of delays in the provision of Services, unless such delays are attributable to acts or omissions of the Bank.
- 18- Any matter, claim or dispute arising out of or in connection with Services, whether contractual or non-contractual, is to be governed by and determined in accordance with the laws of the Kingdom of Bahrain.
- 19- In carrying out the Services the Contractor will comply with all applicable laws and prevailing regulations and judicial requirements in the Kingdom of Bahrain. The Bank will not be liable to the Contractor to the extent that any such legislation, decision, direction, order or determination prohibits or restricts its performance under or compliance with its obligations.
- 20- If a Bidder proposes that any part of the requirement of this RFP is to be performed under subcontracts, the names and particulars of the proposed sub-consultants, along with details of the work they will undertake, must be clearly set out in the Bidder's response to this RFP. Additionally, all costs associated with the subconsultants' work must be included in the overall price proposal submitted by the Bidder. The Bank reserves the right to review and approve the proposed sub-consultants to ensure compliance with the project's scope, quality standards, and contractual obligations.
- 21- In alignment with the regulations of the Central Bank of Bahrain, the Contractor irrevocably and unconditionally agrees to and acknowledges the following:
- a) Each Party's obligations under the Contract are conditional upon and subject to the respective compliance with all applicable laws and prevailing regulations and judicial requirements in the jurisdiction over either party to or the subject matter of the Contract. Neither Party will be liable to any other Party to the extent that any such legislation, decision, direction, order, or determination prohibits or restricts its performance under or compliance with the Contract.
- b) On the expiry or termination of the Contract for whatsoever reason, or if the Contractor ceases to deliver the Services, the Contractor agrees to cooperate and promptly take all steps required to assist in effecting a complete transition of the Services to the new service provider at no additional cost to the Bank while maintaining the required service levels.
- c) The Contractor agrees that during the term of the Contract, it will ensure, the uninterrupted provision of all Services and obligations defined in the Contract, regardless of any crisis situation, recovery, or resolution event (collectively "Adverse Events") that may affect the Bank. Furthermore, the Contractor shall not have the right to terminate, suspend, amend or otherwise modify its obligations under the Contract due to any Adverse Events that may affect the Bank. This section shall prevail over any other clause that may be construed to the contrary in the Contract or in any other agreement between the Parties.
- d) This section is intended to ensure compliance with the applicable regulations of the Central Bank of Bahrain and shall be interpreted accordingly.



2. Scope of Work

2.1 Introduction & Background

BDB is embarking on a major rebranding initiative to redefine its market presence and reposition itself in the financial sector. After 30 years, this rebranding will serve as a transformational milestone, impacting the bank's public perception and strategic positioning.

The selected agency will be responsible for conceptualizing and delivering a comprehensive rebranding strategy and overseeing the full execution and rollout of the new brand identity across all touch points.

2.2 Objectives of the RFP

- To select a reputable agency with a strong regional and preferably international track record in largescale corporate rebranding.
- To ensure the rebranding aligns with BDB's long-term strategic goals, market positioning, and customer engagement.
- To implement the new branding seamlessly across all digital and physical assets, ensuring consistency and impact.
- To strengthen BDB's brand presence in Bahrain and beyond through a fresh, modern, and competitive identity.

2.3 Scope of Services

Phase 1: Brand Strategy & Concept Development

1. Brand Audit & Market Research*

- Conduct a comprehensive audit of BDB's current brand identity, perception, and positioning.
- Analyze competitors and market trends to define BDB's unique positioning.
- Gather insights through stakeholder and customer engagement (surveys or interviews)

*The listed steps outline the general process, however this section will remain open to be determined by the contractor's own process and methodology.

2. Brand Strategy & Positioning

- Develop a new brand purpose, vision, mission, and values aligned with BDB's future direction.
- Define the brand personality, tone of voice, and key messaging framework.

3. Visual Identity Concept

- Develop initial rebranding concepts, including logo redesign, color palettes, typography, and design systems.
- Present multiple creative options
- Gather feedback from key stakeholders and refine the concept accordingly.



4. Brand Architecture & Guidelines

- Define the brand architecture (including sub-brands, services, and partnerships).
- Develop a comprehensive brand guidelines document

Phase 2: Full Rollout & Implementation

1. Corporate & Marketing Collateral Development

- Business cards, letterheads, email signatures, reports, presentation templates.
- Office branding, branch signage, and other physical touchpoints.
- Digital assets, including website, social media branding, and mobile app elements.

2. Website & Digital Experience

- Redesign and develop the BDB website in alignment with the new brand identity.
- Ensure and oversee UX/UI enhancements for improved customer experience.

3. Internal & External Launch Plan

- Develop an internal rollout plan to align employees with the new brand.
- Execute an external launch campaign with a PR, advertising, and digital marketing strategy.

4. Production & Execution Oversight

- A structured project timeline with milestones and deliverables for each phase
- Defined Key Performance Indicators (KPIs) to measure success
- Supervise the physical rollout of branding (e.g., signage, office spaces, branch facades).
- Ensure proper execution across all mediums, from print to digital.
- Ensure a post-launch evaluation to measure brand performance and effectiveness

2.4 Project Schedule

Include a schedule indicating duration for the completion of the various critical activities, milestones and deliverables.

2.5 Supporting Material

Bidders are encouraged to submit any further information, and supporting material, that they consider would better explain and present their Proposal

The rebranding of BDB is a critical milestone that will reshape the bank's market perception and strategic direction. We seek to partner with an experienced, reputable, and creative agency that can execute this transformation seamlessly. This RFP ensures that we select the best-qualified agency to deliver a world-class rebranding project with long-term impact.



3. Evaluation Criteria

The below criteria shall be utilized to select the Bidder who satisfies and fulfills the required conditions mentioned in this RFP Document. Bidders must pass the mandatory criteria to qualify for the technical evaluation.

a) Mandatory Criteria

- Bidders must complete and submit the compliance checklist in the appendix confirming adherence to the Scope of Work, format requirements, mandatory documentation, and project objectives.
 - o Failure to submit a fully completed checklist will result in disqualification.
- Must have at least 5 years of experience in branding, corporate identity, and rebranding projects.
 - o Proof of experience is to be submitted
- Portfolio showcasing at least three major corporate rebranding projects successfully executed in the past five years.
 - Proof of completion and testimonials to be submitted (a detailed letter mentioning strategic impact, creativity, and execution quality)
 - Provide references from previous projects, including contact details of clients we may reach out for feedback to better assess experience, quality and reliability.
- Submission of audited financials for 2022, 2023 and 2024

b) Financial and Technical Evaluation

Criteria	
Technical Evaluation	60%
Agency experience & track record	
1.1 Track record in delivering large-scale rebranding projects in Bahrain and/or internationally 5%	
The bidder with the most reference letters submitted will score the full mark and the remainder in proportion	
1.2 Track Record in delivering large-scale rebranding projects specifically for <u>banks</u> , <u>financial</u> <u>institutions</u> in Bahrain and/or internationally 5%	
The bidder with the most reference letters submitted from the mentioned industries will score the full mark	
and the remainder in proportion	20%
1.3 Demonstrated experience in brand positioning, digital transformation and marketing strategy 10%	
The bidder with the most projects completed will score 10% and the rest will be scored in proportion.	
Note: Bidders to provide supporting documents such as (not limited to) Work Completion Certificates,	
Contract Agreements, Letter of Awards, or any relevant document to support the Bidders Experience and	
ability to deliver similar nature projects in malls or banks.	
2. Creative and strategic approach	
2.1 Structured project timeline with milestones and deliverables for each phase =	
Submitted = 5%	
Not submitted or incomplete submission = 0%	15%
2.2 Clear KPIs to measure the success of the rebranding implementation	
Submitted = 5%	
Not submitted or incomplete submission = 0%	



2.3 A post-launch evaluation plan to monitor brand impact and reception Submitted = 5% Not submitted or incomplete submission = 0% Technical capabilities & project team expertise 3.1 Relevant Experience in previous projects similar in scope, complexity, and industry. Relevant Banking Experience 3% 3+ bank rebranding projects completed = 3% 1-2 bank rebranding projects completed =2% No banks, but experience with financial institutions =1% No banks or financial institutions = 0% Strength of Reference Letters & Client Testimonials Letters explicitly mention impact on brand perception, customer engagement, or business growth = 3% • Letters confirm satisfactory delivery but lack details on impact = 2% Generic letters with no specific details = 1% Project Scale & Scope Full-scale rebranding (logo, brand identity, digital presence, customer communication, Partial rebranding (e.g., visual identity only)= 1% Minor branding adjustments = 0.5% No Rebranding Projects = 0% 20% **Project Delivery & Timeliness** 1% • All projects delivered on time, per client feedback = 1% Some minor delays but no major issues= 0.5% Multiple delays or issues = 0% Innovation & Differentiation 1% Evidence of unique and modern branding approaches (e.g., digital-first branding, interactive customer engagement) = 1% Standard branding approach, no strong differentiation = 0.5% • Traditional, outdated branding approaches 0% 3.2 Project Team Expertise Evaluation The team's expertise will be assessed based on collective experience or specific certifications: Collective Experience 5% • Total years of experience across the team in relevant domains. Past projects delivered by the team as a unit. Roles and responsibilities breakdown to ensure proper coverage of expertise. Specific Certification 5% Individual qualifications related to key roles (e.g., UX designers, data analysts, PMP, etc)



Accreditation from relevant professional bodies.	
4. Awards and Industry Recognition Industry-recognized certifications (e.g. ISO for compliance, any awards or recognition from a tier 1 or 2 awarding bodies, etc.).	
Financial Evaluation (Commercial Proposal with a clear breakdown of costs for each phase of the rebranding project.)	

Bidders who meet the mandatory requirements shall be evaluated with the mentioned technical criteria. Each bidder must achieve a minimum score of **36 out of 60 (i.e. 60%)** to proceed to the financial evaluation.

Note: in recognition of the vital role played by Small and Medium Enterprises (SMEs) in the economy, and to foster their participation in the Bank's procurement processes, registered SMEs will be accorded a preferential weighting of ten percent (10%) in the financial evaluation. This preference is designed to enhance the competitiveness of SMEs and support their growth within the industry. Bidders seeking to benefit from SME preferences must provide a valid SME certificate at the time of the submission of the Proposal and no certificates will be accepted after tender closing.

Bidders that qualify in the technical evaluation only will be evaluated financially. Each Bidder shall be evaluated based on the bid submitted as well as the thoroughness of the financial breakdown and rates. The highest score shall be awarded to the bidder with the best offer under the condition that there are no arithmetic or numerical issues with the submission.



6. Appendix 1 - Compliance Checklist

This checklist must be completed and submitted as part of the bidder's proposal. Bidders must confirm compliance with the Scope of Work, mandatory documentation, and format requirements. Failure to complete this checklist may result in disqualification.

Requirement	Compliant (Yes/No)	Supporting Document/Page Reference
Compliance with the		
requested Scope of Work		
Demonstrated ability to deliver		
the full scope of work either		
independently or through		
clearly defined		
partnerships/subcontractors		
Submission of all mandatory		
documents		
Understanding of project		
objectives as reflected in the		
proposal		
Evidence of at least 5 years of		
experience in corporate		
rebranding		
Portfolio showcasing at least		
three major corporate		
rebranding projects		
Submission of audited		
financial statements for 2022,		
2023, and 2024		
Clear structured project		
timeline with milestones and		
deliverables		
Defined Key Performance		
Indicators (KPIs) to measure		
success		
Post-launch evaluation plan to		
monitor brand impact and		
reception		



7. Appendix 2 - Form of Performance Bond

To be engrossed on Bank headed paper. No terms shall be deleted from this Guarantee nor shall any terms be added. **BANK REF.:** DATED: Dear Sirs, PERFORMANCE BOND NUMBER **PROJECT** CONTRACTOR DATE OF CONTRACT : In consideration of you Bahrain Development Bank P.O. Box 20501 (the "BDB") having agreed to enter into the above contract ("the Contract") with ("the Hereby irrevocably and unconditionally guarantee to BDB subject only to the monetary limitation hereinafter specified that the Contractor shall well and truly perform and fulfill all the undertakings, covenants, terms and conditions of the contract for ("the Works") and of any extensions thereof, and that the Contractor shall well and truly perform and fulfill all the undertakings, covenants, terms and conditions of any and all changes modifications, additions or amendments to the Contract that may hereinafter be made, and that the Contractor shall also fully indemnify, defend and hold harmless BDB from all costs, liability and damage which BDB may suffer by reason of the failure of the Contractor to do so. In the event that the BDB, in its absolute discretion, gives written notice to us any time of the failure of the Contractor to perform or fulfill any of the acts or obligations set forth in the preceding paragraph, we hereby unconditionally and irrevocably undertake, without any right of set off or counterclaim whether on our behalf or on behalf of the Contractor, to pay to the BDB the sum of Bahrain Dinars (BD) being an amount equal to Percent (.....%) of the price recorded in the Contract. Such written notice of BDB shall be conclusively binding on us for all purposes under this Performance Bond. We further agree that any change, modification, addition or amendment which may be made to the terms and conditions of the Contract, or to the Works to be performed thereunder, or to the payments to be made on account thereof, or any extension of the time of performance of the Works or any composition, settlement, promise not to sue or other forbearance on the part of either BDB or the Contractor to the other shall not in any way release us from our continuing liability hereunder, and we hereby expressly waive our right to consent to or to receive of any such change, modification, addition, amendment, extension, composition, settlement, promise or forbearance. This Performance Bond shall be valid until the day of 201 or until the date of issue of the Final Certificate by the Supervising Officer as defined in the Contract under the terms of the Contract whichever shall be the later and any request for payment hereunder must be received by us on or before the later of such dates. This Performance Bond shall be governed by and interpreted under the laws of Bahrain. It shall be returned to us on its expiry. Signed:

(as appropriate by properly authorized officials for an on behalf of the guaranteeing Bank).