

SANAD Technical Assistance Facility

PROCUREMENT PROCEDURES

This document aims to clearly explain to bidders the procurement procedures governing all Technical Assistance (TA) projects funded under the SANAD Technical Assistance Facility (TAF). It is based on the Policy & Guidelines endorsed by the SANAD TAF Committee (TAFCOM) and is in line with best practice.

Below you will find an overview of the procurement procedures depending on project size, the selection process for consultants/service providers, the tender process, and a sample evaluation grid.

These general guidelines are designed to accompany the relevant Request for Proposals for the specific project, which bidders will receive by email, and which will include:

- Conditions of tender and conditions of contract
- Terms of reference (TOR)
- Deadline for submission and for requests for clarification
- Format requirements

For all projects, bidders may download the CV and budget template [here](#).

1. SANAD TAF Procurement Requirements & Guidelines per budget threshold:

Open tendering	
Description	Projects are awarded through a public, competitive tendering process allowing all interested parties to submit tenders. Open tender announcements are made in an official procurement journal and on the Fund’s website.
Budget limits	Above USD 350,000 (including co-financing)

Restricted Tendering	
Description	Projects are awarded after a pre-qualification exercise and tender process. Restricted tender announcements are made in an official procurement journal and on the Fund’s website.
Budget limits	Above USD 350,000 (including co-financing)

Selective Tendering	
Description	The TAF Manager is allowed to consult candidates of his choice and negotiate the terms of the contract with one or more of them. The selection of candidates can be directly established by the TAF Manager based on approaching three to five Service Providers with a Request for Proposal (RfP).
Budget limits	Between USD 85,000 and USD 350,000 (including co-financing)

Single Sourcing	
Description	The TAF Manager is allowed to consult a Service Provider of his choice to negotiate the terms of the contract. The TAF Manager is encouraged to contact at least three Service Providers if no experience with Service Providers in similar TA projects was made.
Budget limits	Under USD 85,000 (including co-financing)

Exceptions:

Fast-Track Procedures	
Description	<p>The TAF Manager may contact fewer or only one candidate for projects above USD 85,000 for the following reasons:</p> <ul style="list-style-type: none"> • There are very few specialists in the particular field of expertise that is required, • The degree of urgency, duly justified, is such that there is no time for a broader Service Provider search, • Confidentiality concerns override openness, • The high risk profile of an institution calls for a close collaboration between the TAF and the Fund’s investment management in selecting an adequate Service Provider, • Another procedure has already been conducted without producing any useful results, • A Service Provider has been or is involved in the early project stages, continuity is necessary and no advantage would be gained via competitive bidding.

Procurement without Prior Request for Proposal (Exclusive Rights Exemption)	
Description	<p>The TAF Manager is allowed to waive the tendering process and directly contract the requested provider if:</p> <ul style="list-style-type: none"> • The TA project relates to a SANAD investment, where a single TA provider has exclusive rights or capabilities (e.g. intellectual property rights). <p>The selected provider will be asked to submit a detailed funding request, specifying the use of the TA funds. The TAF Manager ensures that the Service Provider adheres to the highest quality standards and clearly justifies the scope of the assignment.</p>

2. TENDER PROCEDURE

2.1 Presentation of Tender

The tender must be submitted in electronic form (pdf file) via e-mail, with the **technical and the financial proposal** to be submitted **in two separate e-mails**. The financial proposal must be **password-protected**. The Manager of the SANAD Technical Assistance Facility (“SANAD TAF”) (“SANAD TAF Manager”) will only request the password for the financial proposal at a later stage if the tenderer’s technical proposal obtains the required minimum score (see section 4 below). The password must not be provided or shared until requested by the SANAD TAF Manager.

No information related to a tenderer’s financial proposal shall be contained in the technical proposal.

The two separate emails containing the technical or financial proposal (one pdf file each) should be clearly labeled “Technical Proposal” and “Financial Proposal” respectively.

The deadline for confirming participation in the tender is defined in the letter of invitation (“Expression of Interest Deadline”).

The deadline for the return of tenders is also defined in the letter of invitation (“Tender Deadline”). Any tenders received after the Tender Deadline may be rejected without evaluation.

2.2 Language of Tender

The technical and the financial proposal as well as all communication related to the present tender shall be prepared in English or in French.

2.3 Submission of Tender

The tender process will be handled by the SANAD TAF Manager. Any communication regarding the tender process, including tender submissions shall be sent, by email, to the SANAD TAF Manager at the email address which is defined in the invitation.

2.4 Contracting Authority

The contracting authority is the SANAD TAF. Upon the conclusion of the procurement process a contract will be concluded either between the SANAD TAF, the consulting company, and the beneficiary, or directly between the SANAD TAF and the consulting company for the performance of the assignment. This contract will be subject to the jurisdiction of Luxembourg.

2.5 Validity Period of Tenders

The period of validity of tenders is 120 days from the deadline for receipt of tenders indicated in the invitation email.

2.6 Request for Additional Information and Clarification

Any question, communication or request for additional information concerning this call for tenders must be made in writing, by email, to the SANAD TAF Manager. Such requests should be sent no later than five (5) working days before the Tender Deadline.

The SANAD TAF reserves the right to issue any clarification request with its responses to that request to all tenderers, unless a tenderer expressly requires it to be kept confidential at the time the request is made. If the SANAD TAF considers the request by the tenderer not to be confidential in nature, it will inform the

tenderer who will have the opportunity to withdraw the query prior to the SANAD TAF responding to all tenderers.

The SANAD TAF may at any time request further information from tenderers to verify or clarify any aspects of their tender or other information they may have provided. Should the tenderers not provide supplementary information or clarifications to the SANAD TAF by any deadline notified to the tenderers, their tender may be disqualified.

2.7 Confidentiality

All information and documents shared with tenderers, both orally and in writing, in the course of this tender process are to be treated as strictly confidential and may not be shared with third parties without prior approval of the SANAD TAF. Tenderers shall not disclose, copy or reproduce any of the information supplied to the tenderers as part of this tender process other than wholly for the purpose of submitting a tender.

All information supplied to the tenderers by the SANAD TAF, either in writing or orally, must not be used for any purpose other than for the purpose of submitting a tender.

There must be no publicity by the tenderers regarding this tender process or the future award of any contract for a TA assignment unless the SANAD TAF has given express written consent to the relevant communication.

2.8 Right to cancel or vary the tender process

It is intended that the remainder of this tender process will take place in accordance with the provisions of this call for tenders but the SANAD TAF reserves the right to cancel, amend or vary the tender process at any time by notice to all tenderers in writing. Tenderers should only participate in this tender process on the understanding that the SANAD TAF will have no liability for any losses, costs or expense caused to the tenderers as a result of such cancellation, amendment or variation.

2.9 Additional terms for submission of tenders and grounds for rejection

The services offered should be on the basis of and strictly in accordance with this call for tenders (including, without limitation, the Terms of Reference (TOR) and all other documents and any clarifications or updates issued by the SANAD TAF as part of this tender process.

Tenders must comprise the relevant documents specified by the SANAD TAF in this call for tenders or otherwise, as notified to the tenderer as part of the tender process, completed in all areas and in the format specified.

Any documents requested by the SANAD TAF must be completed in full. It is therefore important that the tenderers read this call for tenders carefully before completing their tender. A tender or any other document requested by the SANAD TAF may be rejected which:

- Contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format specified;
- Contains hand written amendments which have not been initialed by the authorized signatory;
- Does not reflect full and unconditional compliance with all of the documents issued by the SANAD TAF forming part of this Request for Proposals;

- Contains any caveats or any other statements or assumptions qualifying the tender that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by the SANAD TAF in any way;
- Is not submitted in a manner consistent with the provisions set out in this Request for Proposals; or
- Is received after the Tender Deadline.

2.10 Canvassing and collusive behavior

Any attempt by a tenderer or its appointed advisers:

- To inappropriately influence the tender process;
- To fix or set the price for goods or services;
- To enter into an arrangement with any other party that such party shall refrain from submitting a tender;
- To enter into any arrangement with any other party, that does not form part of a consortium bid nor is a proposed sub-contractor to the tenderer, as to the amount of the tender submitted; or
- To collude in any other way,

will result in the tenderer being disqualified from the tender process.

Any:

- Direct or indirect bribery or canvassing by a tenderer or its appointed advisers in relation to this tender process; or
- Attempt to obtain information from any of the employees, agents or advisors of the SANAD TAF or the benefitting institution (“TA beneficiary”) concerning this tender process (other than as set out in these Procurement Procedures) or another tenderer or another tender may result in disqualification at the discretion of the SANAD TAF.

Any breach of the conditions set out in these Procurement Procedures may also result in disqualification at the discretion of the SANAD TAF.

2.11 Tender costs

The tenderer is responsible for obtaining all information necessary for preparation of its tender and for all costs and expenses incurred in preparation of its tender. The tenderer accepts that by participating in this tender process, including without limitation the submission of a tender that he will not be entitled to claim from the SANAD TAF any costs, expenses or liabilities that he may incur in tendering irrespective of whether or not the tender is successful.

2.12 Tender conditions

By submitting a tender to the SANAD TAF, the tenderer agrees to the terms of the tender documents (including the terms of these Procurement Procedures).

3. CONTENT OF TENDER

3.1 Technical proposal

The technical proposal should address the requirements of the Terms of Reference (TOR) and comprise the following:

I. A relevant company / consortium profile

An overview of the company's relevant expertise aligned with the objectives of the proposed assignment. Project references of previously carried out projects by the tenderer (reflecting technical and regional expertise) can be submitted in an annex to the proposal and shall be limited to one page each.

II. Critical analysis of the TOR

The tenderer is invited to critically analyze the TOR, pointing out any omissions or short-comings and/or suggesting his/her solutions and ideas, which can enhance the quality of the assignment and its outputs.

III. Proposed concept

- a. Provide details of the tenderer's methodology and approach to implementation in response to the TOR. Tenderers should not simply quote the TOR but their response should demonstrate how their approach will address the scope, deliverables and other requirements of the TOR.
- b. Provide a work plan, clearly divided into the different components as in the TOR, including a time and staffing schedule dedicated to each component. The work plan should include a quantitative appreciation of the workload required (in person-days) for each of the specified tasks for each of the suggested team members.
- c. Provide an overview of the tenderer's proposals for project management and organization.

IV. Team composition

- a. Description of the team. The tenderer's proposed team members should:
 - Have relevant expertise and professional background as stated in the requirements of the TOR. The response should demonstrate how the experience of the team members proposed will enhance the delivery of the consultancy services required. The proposed Team Leader should have at least **five** years of relevant and ongoing work experience. He or she will be the main counterpart to the SANAD TAF and will be responsible for building a strong relationship with the TA beneficiary. He or she will be the first point of contact for all exchange of information.
 - Demonstrate an understanding of the local regulatory and/or market conditions, specific local opportunities and needs for the activities of the project's beneficiary/beneficiaries.
 - Have previous and recent experience working with the type of beneficiary institution(s) supported through the project, in developing countries. The response should demonstrate how this experience will be used to the benefit of the project.
 - Include experts with the necessary language skills (generally Arabic, English, and/or French) used by the beneficiary institution.

Any change in the composition of the team after the submission of the consulting firm's proposal shall be subject to prior approval by the SANAD TAF. Any replacement shall have comparable skills, background and experience.

- b. Detailed description of the tasks to be performed by each team member (including backstopping staff in the home office).
- c. CVs for each of the proposed key staff (core consultancy team) in the format of the CV template which can be downloaded [here](#).

Parts I, II and III of the proposal shall not exceed **ten (10)** pages in total, excluding annexes. CVs should not exceed **four (4)** pages each in the format provided.

3.2 Financial proposal

Financial proposals must be submitted using the budget template which can be downloaded [here](#) with all sections of the template completed.

The services provided by a consultant under the TA assignment will be remunerated on the basis of a fixed daily rate per each expert from the consultancy team. The daily rates shall include all expenses, except for authorized travel and accommodation expenses which shall be listed separately in accordance with the budget template.

All rates and expenses must be expressed in US Dollar (USD) and exclude VAT and other taxes.

3.3 Counterparty identification data

The tenderer is requested to provide in writing all the information necessary for its identification, according to the counterparty identification form, which can be downloaded on the SANAD TAF website. This data will be processed in accordance with the TAF Manager's privacy notice, available here: <https://www.finance-in-motion.com/imprint/privacy-notice>.

4. TENDER EVALUATION PROCESS

The evaluation of the tenders received will follow a four-step approach:

Step 1: Evaluation of the technical proposal

Only the technical proposal will be opened on the Tender Deadline date. Technical proposals will be checked to ensure that they have been completed correctly and all necessary information has been provided. Those correctly completed with all relevant information being provided will be evaluated. Any technical proposal which has not been correctly completed and/or which contains omissions may be rejected at this point. Where a technical proposal is rejected at this point, it will automatically be disqualified and will not be further evaluated.

The quality of each technical proposal will be evaluated according to the award criteria and evaluation methodology set out in Section 6.

Step 2: If applicable, interviews with the consultant

After the evaluation of tenderer's written technical proposals and completion of the first step of the evaluation process, the SANAD TAF may conduct interviews with one or more of the tenderer's consulting

team expert(s). The outcome of the interview(s) will be used to verify, and where appropriate, adjust the provisional scores awarded based on the written tender submission.

Technical proposals must achieve a minimum of 60 points (out of a maximum of 80 points), based on the written submission and interviews. Tenders which fail to achieve the minimum technical score will be rejected at that point and the tenderer's financial proposal will not be opened or considered.

Step 3: Evaluation of the financial proposal

Where a tenderer's technical proposal achieves the minimum score, its password-protected financial proposal will then be opened. Prior to opening it, the SANAD TAF Manager will ask for submission of the respective password. Financial proposals will first be checked to ensure that they have been completed correctly and all necessary information has been provided. Those correctly completed with all relevant information being provided will be evaluated. Any financial proposal which has not been correctly completed and/or which contains omissions may be rejected at this point. Where a financial proposal is rejected at this point, it will automatically be disqualified and will not be further evaluated.

The tenderer whose financial proposal has the lowest proposed budget for the TA assignment will receive the maximum points of 20.

The points of higher proposed budgets will be calculated in proportion to the lowest proposed budget using the following formula:

$$(\text{Lowest proposed budget} \div \text{Tenderer's proposed budget}) \times 20 = \text{Number of points}$$

Step 4: Final selection of winning tenders

The number of points awarded for tenderers' financial proposals will be added to the number of points awarded for tenderers' technical proposals to arrive at a total score for each tender. The highest scoring tender will be considered the successful tender by the SANAD TAF.

The winning tender will be presented to the TA beneficiary for approval and the SANAD TAF may submit its tender evaluation to the SANAD TAF Committee. For Open and Restrictive Tenders, TAF Committee members will review the evaluation and approve the final ranking.

The winning tenderer will subsequently be invited for contract negotiations by the SANAD TAF Manager.

5. AWARD CRITERIA

The SANAD TAF will, in consultation with the TA beneficiary, select the three most economically advantageous tenders, applying the award criteria and the evaluation methodology set out below.

Technical proposal: max 80 points

Financial proposal (excl. VAT): max 20 points.

6. TENDER EVALUATION METHODOLOGY

The SANAD TAF will select the best tender, applying the approach to evaluation set out in Section 4, using the scoring model in Table 1, below, to score technical proposals, and using the award criteria and weighting as set out in the Table 2, thereafter.

Table 1: Scoring Model for Technical Proposals according to Criteria

100% of max points	50% of max points	10% of max points	0% of points
Proposal addresses all aspects of the criterion with a comprehensive level of detail. The level of detail means that the SANADTAF has no reservations in relation to the proposal meeting the requirements.	Proposal addresses all aspects of the criterion with a comprehensive level of detail being provided for most aspects. However, the level of detail / omissions relating to one or more aspects of the proposal means that the SANAD TAF has some minor reservations in relation to the proposal meeting the requirements.	Proposal does not address all aspects of the criterion with a comprehensive level of detail. The level of detail / omissions relating to one or more aspects of the proposal means that the SANAD TAF has some major reservations in relation to the proposal meeting the requirements.	Failure to provide a proposal for this criterion.

Table 2: Tender Evaluation Grid

	Criterion	Max. points
A	Specific expertise of the consulting company	10
A-1	Structure, organization and capacity of the company	4
A-2	Previous similar assignments and region	6
B	Quality of the technical proposal	15
B-1	Structure of the proposal	9
B-2	Suggested approach	6
C	Qualification and composition of the team	30
C-1	Specific professional skills of suggested experts that are relevant to implement the TOR	18
C-2	Appropriate team composition and expertise that can enhance the delivery of consultancy services	5
C-3	Language skills and regional expertise that can ensure in-depth knowledge of the local environment	7

D	Interview	20
D-1	Familiarity with the suggested approach and overall market environment	14
D-2	Composition of the consultant team	6
E	Market Reputation	5
E-1	Market reputation and track record	5
F	Financial proposal	20
F-1	Financial proposal	20
TOTAL		100

7. MONITORING AND EVALUATION

The SANAD TAF will be required to prepare a brief internal evaluation report on the Consultant's performance. Monitoring information on the performance of Consultants will be maintained by the SANAD TAF. Any specific problems with acceptance of deliverables must be resolved by the Consultant before invoices are approved and payments are made.

8. REMUNERATION

Subject to the contract negotiations, the successful Consultant appointed to the TA assignment shall be paid for delivered services only at the rates set out in their tender for the TA assignment.

Consultants should submit their invoices in accordance with the signed agreement, where applicable following the subsequent provisions¹:

Pre-financing: The Consultant will be entitled to a pre-financing payment of up to 25 % of the total value of the TA assignment.

Interim Payment(s): interim payments shall be paid after completion of certain project milestones, against presentation of an invoice. Payments shall be subject to prior acceptance of the deliverables and the Consultant's reports by the SANAD TAF.

Final Payment: The final payment is subject to approval of all deliverables and the Final Report by the SANAD TAF.

¹ For projects with budgets over USD 85,000 pre-financing cannot exceed 25% of the contract value, and final payments must be at least 10% of the contract value.

Annex 1 Standards for cost items in budgets

The following standards apply for cost items in budgets.

1. Daily Fees

For short-term assignments, Saturdays are paid working days. Short-term assignments are assignments with a continuous stay of the consultant of less than six calendar weeks. Travel days are paid in full if the travel to the duty station starts before 12:00 or the travel from the duty station is completed after 12:00; otherwise they are paid with 50% of the daily fee. As a standard, 1 extra day is allocated for the drafting of the final report. Depending on the assignment, more reporting days may be required.

2. Flights

Regular economy class airfare applies. The budgeted price must be in line with currently available airfare prices.

3. Hotel fares and per diems

Per diems and accommodation amounts follow the standards set in the German Travel Cost Law, which are adjusted annually and can be viewed [here](#). The below rates (in USD) reflect the rates for 2020.

The per diem covers local transport, communications, and other expenses, and for this purpose is set at USD 15 above the standard of the German Travel Cost Law. Visa expenses are budgeted separately.

Country / National Entity	Per diem (USD)	Accommodation (USD)
Algeria	75	210
Egypt	65	150
Iraq	70	125
Jordan	70	155
Lebanon	85	150
Morocco	65	160
Palestinian Territories	85	125
Tunisia	65	140
Yemen	45	115