

# SANAD Technical Assistance Facility

## PROCUREMENT PROCEDURES

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SANAD	SANAD Fund for MSMEs
TA	Technical Assistance
TAFCOM	Technical Assistance Facility Committee
TAF Manager	Finance in Motion on behalf of the Technical Assistance Facility
TAF	Technical Assistance Facility
RfP	Request for Proposals
ToR	Terms of Reference
EoI	Expression of Interest
LoI	Letter of Invitation
Service Provider	Experts and consultants (individual consultants and consulting companies) who participate in the tender process for the implementation of TA, training and research and development projects.

## 1. Introduction

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), in line with good practice and managed by the TAF Manager.

The following chapters provide an overview of the procurement procedures depending on project size, the selection process for 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

## 2. SANAD TAF Procurement Requirements & Guidelines per budget threshold:

Open Tendering	
Description	Projects are awarded through a public, competitive tendering process allowing all interested Service Providers to submit tenders. Open procurement procedures involve the requirement for international notification, through publication in an official procurement journal and the Fund's website.
Budget limits	Above USD 350,000 (including co-financing)
Procurement	<ul style="list-style-type: none"> <li>• Publication of a tender consisting of an RfP, at minimum on GTAI.de and the SANAD TAF website.</li> <li>• Evaluation of proposals based on pre-defined criteria.</li> <li>• Presentation of final selection of the candidate to the TAFCOM for approval.</li> <li>• Contract negotiation with the selected Service Provider.</li> </ul>

  

Restricted Tendering	
Description	Projects are awarded through a restricted tendering process allowing Service Providers invited by the TAF Manager to submit a proposal, choosing Service Providers (individual consultants and consulting

	companies) from a short list of experts. The short list is prepared through a pre-qualification exercise following an international call for expressions of interest in an official procurement journal and the Fund's website.
Budget limits	Above USD 350,000 (including co-financing)
Procurement	<ul style="list-style-type: none"> <li>• Publication of a public tender consisting of a request for an Expression of Interest ("EOI") at minimum on GTAI.de and the SANAD TAF website.</li> <li>• Evaluation of received EOIs according to the following criteria with at least the leading three Service Providers shortlisted based on scoring of the EOIs received in a timely manner.</li> <li>• Issuing of an RfP to those included on the shortlist.</li> <li>• Evaluation of proposals based on pre-defined criteria.</li> <li>• Presentation of final selection of the candidate to the TAFCOM for approval.</li> <li>• Contract negotiation with the selected Service Provider.</li> </ul>

Selective Tendering	
Description	The assignment is awarded through an abbreviated tendering process. The TAF Manager develops a short list of at least 3 Service Providers. As part of the TAF project proposal, the TAF Manager presents a short list of Service Providers to be approached with an RfP. <sup>1</sup>
Budget limits	Between USD 85,000 and USD 350,000 (including co-financing)
Procurement	<ul style="list-style-type: none"> <li>• Establishment of a shortlist of Service Providers based on the TAF Manager's expert database and experience.</li> <li>• Approval of the shortlist by the TAFCOM.</li> <li>• Issuing of RfPs to shortlisted Service Providers.</li> <li>• Evaluation of proposals based on pre-defined criteria.</li> <li>• Final selection of the Service Provider by the TAF Manager.</li> <li>• Contract negotiation with the selected Service Provider.</li> <li>• Notification of final selection of the Service Provider to the TAFCOM.</li> </ul>

<sup>1</sup> The TAF Manager may expand the short-list following the proposal approval.

### 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)
Procurement	<ul style="list-style-type: none"> <li>Identifying 1-3 Service Providers based on Service Provider(s)' track record and expertise.</li> <li>Obtaining technical and financial proposals from the identified Service Provider(s).</li> <li>Final selection of the Service Provider by 1) endorsement of the candidate of the TAF Manager's choice with the project proposal OR 2) notification of the final selection of the Service Provider to the TAFCOM following project approval.</li> </ul>

### Exceptions:

### Fast-Track Procedures

Description	<p>In exceptional cases as described below and upon prior approval of the TAFCOM, the TAF Manager may make use of fast-track procedures and contact fewer or only one Service Provider for projects above USD 85,000:</p> <ul style="list-style-type: none"> <li>There are very few specialists in the particular field of expertise that is required,</li> <li>The degree of urgency, duly justified, is such that there is no time for a broader Service Provider search,</li> <li>Confidentiality concerns override openness,</li> <li>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,</li> <li>Another procedure has already been conducted without producing any useful results,</li> <li>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.</li> </ul>
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#### 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"> <li>• The TA project relates to a SANAD investment, where a single TA provider has exclusive rights or capabilities (e.g. intellectual property rights).</li> </ul> <p>The selected Service 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>
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### 3. TENDER PROCEDURE

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

No information related to a Service Provider’s financial proposal shall be contained in the technical proposal. The financial proposal must be password-protected. The TAF Manager will only request the password for the financial proposal at a later stage if the Service Provider’s technical proposal obtains the required minimum score (see section 5 below). The password must not be provided or shared until requested by the TAF Manager.

Please note: if single sourcing procurement procedure is applied, both the technical and the financial proposal may be submitted in a single e-mail with the financial proposal not password protected.

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.

#### 3.2 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.

### 3.3 Submission of Tender

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

### 3.4 Contracting Authority

The contracting authority is the SANAD TAF, as represented by the TAF Manager. Upon the conclusion of the procurement process, a contract will be concluded either between the TAF Manager, the consulting company, and the beneficiary, or directly between the TAF Manager and the consulting company for the performance of the assignment. This contract will be subject to the General Terms and Conditions available on the [SANAD Website](#).

### 3.5 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.

### 3.6 Request for Additional Information and Clarification

Any question, communication or request for additional information concerning the call for tenders is only permitted in writing (via e-mail) to the TAF Manager. Such requests should be sent no later than five (5) working days before the Tender Deadline. If any clarification of the call for tenders is necessary, the answers will be communicated simultaneously via email to all short-listed Service Providers.

In the case of Open Public Tenders, answers will be provided to all Service Provider who have notified the TAF Manager of their interest in the tender.

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

### 3.7 Confidentiality

All documents shared with the bidders in the framework of this tender process are to be treated as strictly confidential and may not be shared with third parties without prior approval of the TAF Manager.

### 3.8 Right to cancel or vary the tender process

The TAF Manager reserves the right to cancel, amend or vary the tender process at any time. Service Providers participate in the tendering process with the understanding that the SANAD TAF will have no liability for any losses, costs or expense caused to the Service Providers as a result of such cancellation, amendment or variation.



### 3.9 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 TAF Manager as part of this tender process.

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

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

- Contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format specified;
  - Contains handwritten 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 TAF Manager forming part of the respective RfP;
  - 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 TAF Manager in any way;
  - Is not submitted in a manner consistent with the provisions set out in the respective RfP;
- or
- Is received after the Tender Deadline.

### 3.10 Canvassing and collusive behavior

Any attempt by a Service Provider 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 Service Provider, as to the amount of the tender submitted; or
- To collude in any other way, will result in the Service Provider being disqualified from the tender process.

Any:

- Direct or indirect bribery or canvassing by a Service Provider 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 TAF Manager or the benefitting institution (“TA beneficiary”) concerning this tender process (other than as set out in these Procurement Procedures) or another Service Provider or another tender may result in disqualification at the discretion of the TAF Manager.

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

### 3.11 Tender costs

The Service Provider 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 Service Provider 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.

### 3.12 Tender conditions

By submitting a tender to the TAF Manager, the Service Provider agrees to the terms of the tender documents (including the terms of these Procurement Procedures).

## 4. CONTENT OF TENDER

### 4.1 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 Service Provider (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 Service Provider 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. Methodological approach<sup>2</sup>.
- b. Overview of implementation concept and project organization.
- c. Work plan including time and staffing schedule<sup>3</sup>

### IV. Team composition

- a. Description of the team. The Service Provider'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 TAF Manager 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. Ensure to the extent possible gender balance within the proposed team.

Any change in the composition of the team after the submission of the Service Provider's proposal shall be subject to prior approval by the TAF Manager. 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 Service Provider 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.

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<sup>2</sup> 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.

<sup>3</sup> Including a quantitative appreciation of the workload required (in expert-days) for each of the specified sub-tasks for each of the team members.

#### 4.2 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 Service Provider under the TA assignment will be remunerated on the basis of a fixed daily rate per each expert from the Service Provider's 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.

The bidder shall prepare the offer under the assumption that no taxes apply. However, the bidder will verify the applicability of taxes on its own account and in the event taxes are applicable, the bidder should list them separately. All rates and expenses must be expressed in US Dollar (USD).

#### 4.3 Counterparty identification data

The Service Provider is requested to provide in writing all the necessary information for its identification according to the Counterparty Information Sheet, which can be downloaded on the [SANAD TAF website](#) under procurement documents. The TAF Manager will inform the Service Provider when to submit the Counterparty Information Sheet. When requested by the TAF Manager, the Service Provider will submit the Counterparty Information Sheet as an excel file to the TAF Manager at [ta.kyc@finance-in-motion.com](mailto:ta.kyc@finance-in-motion.com). Finance in Motion processes the data obtained from its counterparties following its [Data Privacy Notice](#).

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

If single sourcing procurement procedure is applied, both the technical and the financial proposals are evaluated at the same time.

#### Step 2: If applicable, interviews with the consultant

After the evaluation of Service Provider's written technical proposals and completion of the first step of the evaluation process, the TAF Manager may conduct interviews with one or more of the Service Provider's 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 Service Provider's financial proposal will not be opened or considered.

### Step 3: Evaluation of the financial proposal

Where a Service Provider's technical proposal achieves the minimum score, its password-protected financial proposal will then be opened. Prior to opening it, the 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 Service Provider 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:

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

### Step 4: Final selection of winning tenders

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

The winning tender will be presented to the TA beneficiary for approval and the TAF Manager may submit its tender evaluation to the TAFCOM, depending on the procurement procedure. For Open and Restrictive Tenders, TAFCOM members will review the evaluation and approve the final ranking.

The winning Service Provider will subsequently be invited for contract negotiations by the TAF Manager.

## **6. AWARD CRITERIA**

The TAF Manager will, in consultation with the TA beneficiary (if applicable), select the most economically advantageous tenders, applying the award criteria and the evaluation methodology set out below.

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

## 8. REMUNERATION

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

Service Providers should submit their invoices in accordance with the signed agreement, where applicable following the subsequent provisions<sup>4</sup>:

- Pre-financing: The Service Provider 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 Service Provider's reports by the TAF Manager.
- Final Payment: The final payment is subject to approval of all deliverables and the Final Report by the TAF Manager.

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<sup>4</sup> 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 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.