

Reference number: 20190321TA1		Framework Contract for Risk Management and Reporting Interventions for NASIRA (TA1)
Publication Date		15 July 2019
Subject	Question	Answer
15 July 2019		
Consortium – TA1	If the option ‘principal contractor-subcontractor’ is chosen if we submit a tender in collaboration (Page 19), does each subcontractor then have to prepare the Declaration of Honour? And will the project experiences of the sub-contractor be admissible as one the three required References?	Yes, each partner or sub-contractor must complete the Declaration of Honour. Tenderers may use partner or sub-contractor project references; however, the evaluation will focus on the experience of the leading supplier.
Terms of Reference – TA1	On Page 27 of the Terms of Reference, text appears to be missing. Section 3.2 concludes with “The following will apply to each and any Further Agreement:” and is followed by Section 6.3.23 commencing with “During the due diligence visits, ...”.	The entirety of Section 3.2, Specific activities, should read as follows: From time to time during the validity of the Framework Agreement, FMO will invite the Service Provider(s) under the Framework Agreement to enter into a Further Agreement regarding a specific region or country. The following will apply to each and any Further Agreement:
Page Limit / length of proposal – TA 1	<ol style="list-style-type: none"> 1. The tender document provides page limits. In some cases, reference is made to “pages” in other cases to “pages, double sided” (e.g. page 10, page 11). <ol style="list-style-type: none"> a. Does “page” mean single sided? E.g. are “4 pages” 4 single sided pages and “4 pages, double sided” equal to 8 single-sided pages? 2. Art 4.1 calls for 5 pages double sided as page limit for technical proposal (covering company profile, methodology, comments on ToR, etc.). Since the tenders are invited to form consortiums and a number of companies per consortium is variable we propose to exclude companies presentations from page limit. 3. Kindly confirm if the maximum size of the methodology & approach is 5 or 10 pages (i.e. 5 pages 	<p>Page means a single-sided page, therefore 5 pages double-sided would be 10 pages in total.</p> <p>Section 4.1 calls for 5 pages double-sided, or 10 pages in total. Tenderers are invited to submit additional information in the annex however scores will be assigned based on the contents of section 4.1.</p> <p>The tenderer’s Written Statement shall be maximum 5 pages A4, double-sided or 10 pages, in Georgia font size 10.</p> <p>The written statement is comprised of the following:</p> <ol style="list-style-type: none"> 1. Profile of the Tenderer (company profile) 2. Methodology and approach, reflecting main consultancy principles, the 3. approach and way of working 4. Reflections on the Terms of Reference of importance for the successful

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	<p>double-sided in A4-Format). The same also for the Risks – 2 pages double sided</p> <p>4. Kindly confirm if the font is Georgia 10 for all documents.</p> <p>5. What is maximum length of the Technical Proposal? The table on Page 10 prescribes that the Tenderer's written statement is max. 5 pages, but the same is said about the Methodology and Approach. Since the text suggests that the Methodology and Approach is part of the written statement, we would seek your guidance on this.</p>	<p>5. implementation of activities, in particular its objectives and expected results, thus demonstrating the degree of understanding of the Framework Agreement.</p> <p>The Team and Expertise section shall be comprised of the CVs of the core team, each of which shall be limited to 2 pages double-sided or 4 pages in Georgia font size 10. The tenderer should clearly indicate which CVs are to be considered as part of the core team, if more CVs are proposed than the number mentioned for the core team.</p>
<p>Minimum requirement of professional liability coverage (clause 3.3.1) – TA1</p>	<p>In clause 3.3, a minimum requirement is stated of a professional liability coverage of at least 2,500,000 million euro per event. We suspect this may be a typing error and that the correct amount should read 2.5 million euro). Could you please clarify?</p>	<p>Yes, the correct amount is 2.5 million euro.</p>
<p>Reference description (clause 3.3.2) – TA1</p>	<p>Clause 3.3.2 describes the references that the Tenderer has completed. Is it possible to incorporate of work of a core team member at a previous employer as reference (not specifically being a consulting assignment)?</p>	<p>No, only project references from the leading supplier or its proposed consortium partner members will be considered.</p>
<p>Financial statements to be provided by Potential Service Providers (clause 3.3.1) - TA1</p>	<p>Does FMO agree to having Potential Service Providers incorporate the Audited and approved annual accounts 2018 instead of the 2017 accounts?</p>	<p>The immediate prior fiscal year is requested, so either 2017or 2018 is acceptable depending on the financial disclosure timeline of the organisation.</p>
<p>Reference to</p>	<p>In mentioned clause, references are made to Theory of</p>	<p>Page 19 contains an error, for TA1, a Theory of Change is not required.</p>

<p>Theory of Change 6.3.12 (Page 19) to clause 4.1 – TA1</p>	<p>Change and a description of the Project Organization in clause 4.1 of the tender document. However, neither item is mentioned explicitly as such, and we suspect the intended reference should be to the “Methodology and Approach” and “Team and Expertise”, respectively. Could you please clarify?</p>	<p>Therefore, it is not listed a requirement under 4.1.</p>
<p>Reference assignments – TA1</p>	<p>The contract notice stated that tenderers should submit “at least 3 assignments“. Could you please inform us about the maximum number of the reference assignments which could be submitted for the tender evaluation. <i>Reference to tender documents:</i></p> <ul style="list-style-type: none"> ▪ Contract notice: Page No. 4 / article III.1.3 <p>Request for proposal: pages No. 9-10 / article 3.3.2</p>	<p>Only three references will be scored as part of the evaluation. Tenderers are able to provide further references in the annex if they so wish, however they will not be scored.</p>
<p>CV template – TA1</p>	<p>1. Could you please advise us on the CV template to be used for the proposed team. <i>Reference to tender documents</i> Request for proposal: pages No. 10/ article 4.1</p> <p>2. Can we get a sample CV template to get an understanding of required information to be displayed in CVs? As well art 4.1 calls for 2 pages limit for CV per one core expert. Whereas everywhere in the 4.1 when it comes to page limit it is stated double sided pages we read the same for page limit for CVs. Please confirm our understanding that 2 pages double sided is limit per CV.</p>	<p>There is no format stipulated, tenderers can present a format of their choosing. Please limit CVs to 2 pages double-sided, or 4 pages in Georgia font size 10.</p>
<p>Project Manager position – TA1</p>	<p>Could you please clarify whether the Project Manager position is a technical position (the most senior and lead expert position) or a backstopping and management position (with no expert work). <i>Reference to tender documents</i> Request for proposal: pages No. 10/ article 4.1</p>	<p>It is up to the tenderer to qualify the organizational team structure, at a minimum however the Project Manager should have experience managing teams (internal and external consultants) for similar assignments.</p>
<p>Financial proposal – TA1</p>	<p>Could you please clarify what is meant by “hours” in cell number D6 of annex No. 3 - price schedule TA1 <i>Reference to tender documents</i> Cell number D6 in annex No. 3 - price schedule TA1</p>	<p>This column should read days, a revised template has been uploaded to the FMO NASIRA procurement webpage: https://www.fmo.nl/nasira</p>
<p>Total value - TA1</p>	<p>Could you please confirm if the estimated total value for TA1 will be EUR 2.5 million (excluding VAT)? <i>Reference to tender documents:</i></p>	<p>The estimated value of the TA1 Framework is expected to be 2,5 million EUR over a period of 48 months. Therefore, it is expected that for the first</p>

	Contract notice: Page No. 4 / article II.1.5	48 months of implementation, all assignments issued through the framework for TA1 will not exceed this amount.
Technical and professional capacity – references – TA1	<u>Question:</u> Could you please confirm whether there exists a possibility of handing in more than three references? In case yes, can you please indicate the maximum number of references allowed and how do you evaluated these? (<i>page 4, Contract notice and pages 9/10 RfP</i>)	Because only three references will be reviewed evaluated, tenderers are not obliged to submit more than that amount.
Eligibility Requirements / technical qualifications and professional capacity - TA1	<p>We noticed that neither information about the corporate profile nor the general staffing list including staff of relevant fields and permanent staff, expert pool of the tenderer is required.</p> <p><u>Question:</u> Is there a possibility to provide additional information to the Contracting Authority such as corporate profile, staffing list, expert pool? (<i>pages 9 – 18, RfP</i>)</p>	<p>The technical proposal’s written statement is comprised of the company profile, which is considered one and the same to a corporate profile.</p> <p>A staffing list and expert pool can be provided as part of the ‘team and expertise’ section, as the composition and quality is requested. As noted on page 11 of the RFP, ‘team and expertise’, tenders should include a detailed profile of all team members proposed for the performance of the services and describe measures that aim to ensure continuity. Each CV should indicate the level of seniority of the consultant and should not exceed 2 pages [double-sided or 4 pages in total], reflecting the main qualifications and highlighting the most relevant experience.</p>
Exclusivity requirements for experts – TA1	<u>Question:</u> Kindly confirm in case we need to hand in key experts (i.e. junior consultant, senior consultant, director/manager) are these required to be exclusively for our tender (i.e. not be part of the expert pool of a competing tenderer)?	Exclusivity is not required
Subcontractors – TA1	<u>Question:</u> Do we need for the envisaged sub-contractors already hand in documentation at the Tender stage or will this happen for each specific contract? (<i>page 18, RfP</i>)	It is unclear what documentation you are referring to with regard to sub-contractors. The RFP requires that members of the group in case of consortium comply with all the selection criteria. Page 9 of the RFP stipulates that winning Tenderers shall provide the documents referred to as selection criteria in this section 3 before signature of the Contract and within a deadline set thereto by the Contracting Authority.
Contract notice: Opening of tenders – TA1	<u>Question:</u> Are the tenderers allowed to send a representative to the opening of tenders on the 2 nd of August 2019 at 12.00 in The Hague? If yes, under which conditions? (<i>page 5, Contract notice</i>)	FMO is not inviting tenderers to the opening of tenders.

Number of institutions 6.3.22 – TA1	Is there a defined number of institutions to be supported in each country?	No, NASIRA will be opportunistic in seeking out existing and new FI clients to engage the target groups.
FMO due diligence process 6.3.23 – TA1	What are the aspects to be covered by FMO in its onsite due diligence of the institutions specifically with respect to the capacity building and training needs for risk management? Please clarify how costs for due diligence will be covered by FMO?	This level of detail with regard to the due diligence is not required for responding to the RFP TA1.
Cap on LoE 6.3.23 – TA1	As the institutions will differ in their level of risk management and will have differing needs, is there any cap on the level of efforts per institution for the engagement with technical assistance providers?	No, there is not cap on institutions, TA packages will be designed based on the needs of the financial institution.
Risk tools 6.3.23- TA1	Should we include in our approach the need for risk dashboards and breach alerts as part of risk management for the institutions?	Tenderers are able to propose any such tools or dashboards they deem appropriate for responding to the Terms of Reference.
Corporate governance training 6.3.23 – TA1	As board level committees and sub-committees manage risk function, should we include training to board members as part of the capacity building interventions?	Tenderers are able to propose any such corporate governance measures they deem appropriate for responding to the Terms of Reference.
Upgrading risk functions 6.3.23 – TA1	We would like to clarify that the technical assistance will focus on designing and upgrading risk functions and will not focus on developing IT modules to do the same?	Correct, the technical assistance will focus on designing and upgrading risk functions. The RFP for ICT Services will address the latter.
Cost per role 2.4 – TA1 4.3 – TA1 Annex 3	Please develop on FMO logic of what is meant by costs per role stipulated in the ToR – “The Costs per role will automatically follow (the calculation formula is included in Annex 3 provided) and do not need to be inserted.”	Column F will automatically calculate the cost per roll or position, based on inputs to columns D and E (days and daily rate respectively). Please note, a revised Price Schedule has been uploaded to the FMO NASIRA procurement webpage, to reflect number of days per position as opposed to hours.
Documentary proof 3.3.2 – TA1	What documentary evidence under 3.3.2 is deemed acceptable for FMO to show as proof? Please provide examples of possible evidences.	Clause 3.3.2 clearly states that tenderers shall provide a copy of the Tenderer’s registration with Trade register or equivalent (a proof of registration on a professional or trade register or any other official document showing the registration number).

		With regard to the project references, tenderers are requested to make use of the template provided in Annex 5 for each of the three (3) references to be provided.
Addition of new team members follow award 4.1 – TA1	With regard to proposed team, please advise if winning tenderers will be allow to expand the service team and add new experts (not included in the framework proposal) to be able to respond to ToR needs for individual call offs.	Yes, shortlisted firms will be able to provide further CVs for future call-downs through the framework.
CV page limit - 4.1 – TA1	Please confirm our understanding that art 4.1 with description of business continuity measures shall be read as 4 pages double sided too (in line with previous comment).	Please limit annexed CVs to 2 pages double-sided, or 4 pages in Georgia font size 10.
Evaluation of annexed CVs 4.1 – TA1	What will be basis for FMO evaluation of the back-up team and local experts if their CVs are not required? Will FMO analyse CVs of such experts included in the annex section.	CVs provided in the annex will not be counted towards the total points allocated to the team and expertise section.
Timeline for responding to tenderer questions 6.3.2	Art 6.3.2 calls for min 21 days prior to deadline that any clarification questions sent in due time will be answered, however the datasheet for this project accounts for only 15 days i.e. July 15, while deadline is Aug 1.	Questions from tenderers are posted on the FMO NASIRA procurement webpage 1 time per week. https://www.fmo.nl/nasira
Certificate of completion validity dates 6.3.18	Art 6.3.18 calls for max 12 months validity of any documentary evidence i.e. dated not older than Aug 1, 2018. Since the ToR calls for 5 year limit period for which references are to be provided, and project references (certificates of good completion) issued by donors for completed projects before Aug 1, 2018 have no basis for changes will be deemed as valid. Thus we would like to ask to extend validity of certificates of good completion for projects finalized before Aug 1, 2018 to min 24 months i.e. any certificate of completion from donors issued from Aug 1, 2017 is accepted.	It is acceptable that tenderers provide certificate of completion from donors issued from Aug 1, 2017.