



Millennium Development Authority (MiDA)

PRE-BID CONFERENCE

SETTING-UP OF 2 ENERGY AUDITING CENTERS CONSULTANCY SERVICES

23RD OCTOBER, 2018
Venue: Accra City Hotel

Presented By
Sylvester A. Ayayee
Project Manager, EEDSM Project, MiDA

OUTLINE OF PRESENTATION

2

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY AUDITING
CENTERS CONSULTANT
- CONTRACT TERMS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

OUTLINE OF PRESENTATION

3

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY
AUDITING CENTERS CONSULTANT
- CONTRACT TERMS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

GHANA COMPACT II PROGRAM

4

➤ Power Compact

- An international treaty between the United States Government represented by Millennium Challenge Corporation (MCC) and the Republic of Ghana to develop the power sector.
- Total (projected) Program Funds: US\$ 535.6M to be disbursed in two (2) tranches
 - ❖ Tranche I Funding – To be disbursed upon Entry into Force (EIF)
 - ❖ Tranche II Funding – To be disbursed within two (2) years of EIF when certain conditions precedent are met.
- Compact Duration: Five (5) years from Entry into Force (EIF)
- EIF effected on 6 September 2016; reckoning Compact Closure date at 6 September 2021

COMPACT PROJECTS

5

- **ECG Financial & Operational Turnaround Project**
- **NEDCo Financial & Operational Turnaround Project**
- **Regulatory Strengthening & Capacity Building Project**
- **Access Project**
- **Power Generation Sector Improvement Project**
- **Energy Efficiency & Demand Side Management Project**
 - **Improved Energy Auditing Activity**
 - **Consultancy Services for Setting-up of 2 Sustainable Energy Auditing Centers**

COMPACT PROJECTS – Cont'd

6

- ▶ The Compact Projects are divided into two (2) broad areas:

Foundational/Infrastructure Projects:

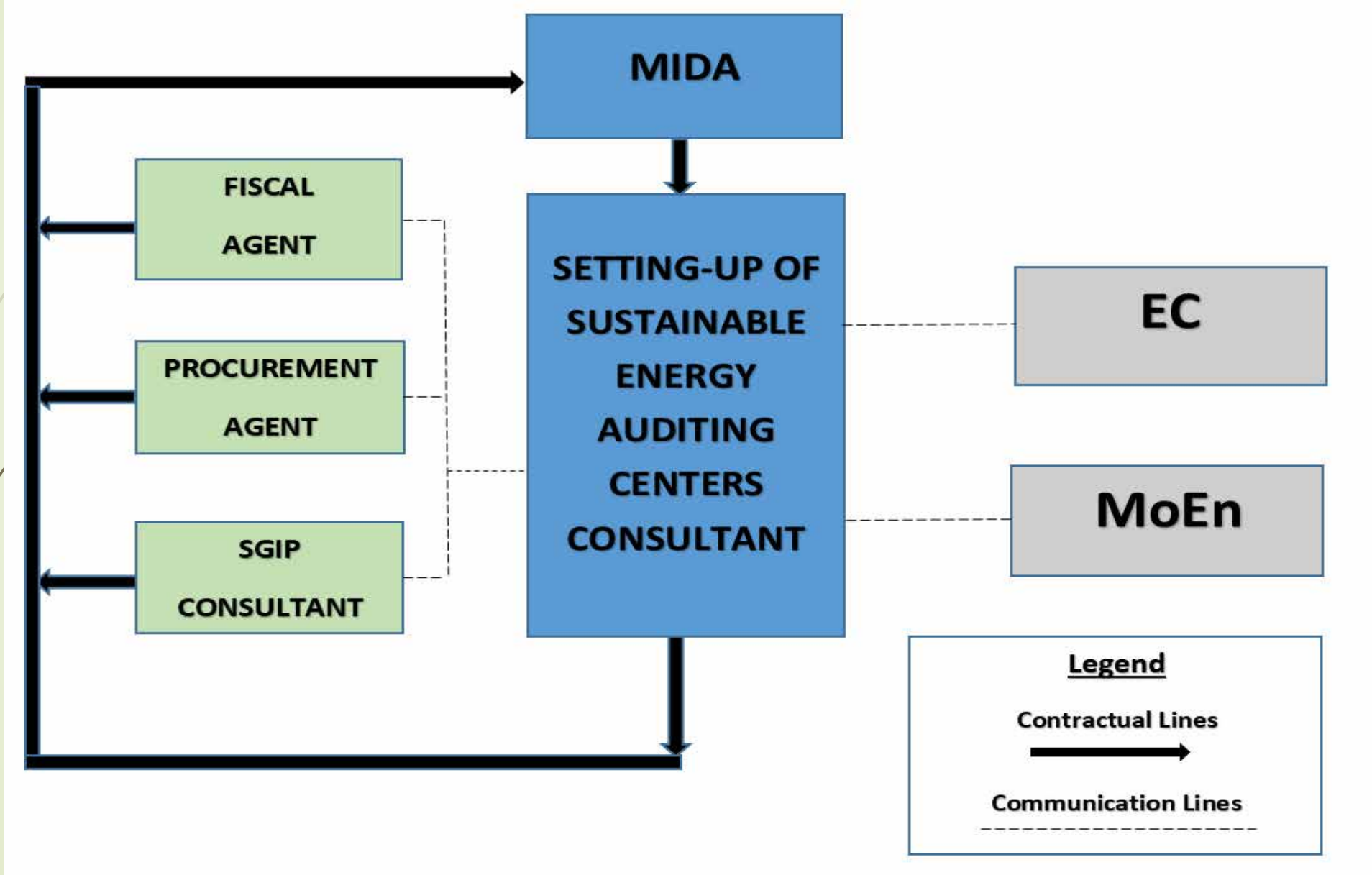
- ✓ ECG Financial & Operational Turnaround
- ✓ Redesigned NEDCo Financial & Operational Turnaround
- ✓ Access
- ✓ Energy Efficiency & Demand Side Management

Reform/Policy Projects

- ✓ Regulatory Strengthening & Capacity Building
- ✓ Power Generation Sector Improvement
- ✓ Energy Efficiency & Demand Side Management

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY
AUDITING CENTERS CONSULANT
- CONTRACT TERMS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

INSTITUTIONAL ARRANGEMENTS



- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY
AUDITING CENTERS CONSULANT
- CONTRACT TERMS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

SERVICES AND ROLES OF THE SUSTAINABLE ENERGY AUDITING CENTERS CONSULTING SERVICES

- **The objective of this activity:**
 - To assess the baseline of sustainable energy services capabilities in the current market.
 - To better understand the current gaps in the sustainable energy services market in Ghana
 - To provide capacity building and training support for energy auditing to energy management professionals
 - To ensure that a core of qualified and certified professionals are available in the Ghanaian market who can assist public and private institutions, and industrial and commercial customers, in implementing cost effective energy savings measures.

SERVICES AND ROLES OF THE SUSTAINABLE ENERGY AUDITING CENTERS CONSULTING SERVICES Cont'd

11

Overview of Consultant Services

- **Task 1: Development of a National Sustainable Energy Services Center (SESC) Roadmap and Development of the Tertiary Energy Audit Course Curriculum Framework**
 - Sustainable Energy Market Transformation Needs Assessment.
 - Sustainable Energy Services Stocktaking and Gaps Assessment.
 - Develop the Ghana SESC Roadmap.
 - Planning of the National Sustainable Energy Services Market Accelerator Conference and SE Technology Showcase.
 - Perform a baseline review and gap assessment of tertiary SES education programs in Ghana
 - Development of the tertiary level SES Program Roadmap

SERVICES AND ROLES OF THE SUSTAINABLE ENERGY AUDITING CENTERS CONSULTING SERVICES Cont'd

Overview of Consultant Services

- **Task 2: Selection of Institutions to Host the SESC's and SESC Training Course Development and Delivery**
 - **Call for Interest (CFI) for Candidate Organizations to Host the SESC's and Shortlisting.**
 - **Call for Proposal (CFP) to Host the SESC's and Final Selection.**
 - **Course Development.**
 - **Ghana Sustainable Energy Management Professional (SEMP) Certification.**
 - **Ghana Sustainable Energy Audit Professional (SEAP) Certification Course.**
 - **Ghana Energy Audit Practical (EAP) Course.**
 - **Delivery of core certification courses.**

SERVICES AND ROLES OF THE SUSTAINABLE ENERGY AUDITING CENTERS CONSULTING SERVICES Cont'd

Overview of Consultant Services

- **Task 3: Services to Operationalize SESCOs at Selected Institutions**
 - Development of business and operating plans for each SESCO.
 - Pilot SE retrofit project development supervision and Trial Delivery of SE Courses.

- **Task 4: Prepare completion reports summarizing all the reports from Parts I-III**

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY AUDITING
CENTERS CONSULANT
- CONTRACT TERMS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

CONTRACT TERMS

15

- **Duration**

- Approximately 70 weeks after commencement of Services.

- **Key Personnel Requirements**

- Proposed LOE for 4 Key Personnel: 38 Person – Months.
- The Consultant may provide additional technical and administrative support staff as may be required.

- **Consists of:**

- Scope of services and deliverables outlined in the TOR

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY AUDITING
CENTERS CONSULANT
- CONTRACT TERMS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

PAYMENT STRUCTURE

17

DELIVERABLE	DESCRIPTION	TIME LINE (weeks after commencement of Services)	Total payment in %
Deliverable 1:	Submission of Kick off Meeting Notes	1 week	0
Deliverable 2:	Submission of Inception Report	4 weeks	10
PART I			
Deliverable 3:	Deliverable 3.1: Report on Ghana SE Market Transformation Needs Assessment	8 weeks	5
	Deliverable 3.2: Report on SE Services Stocktaking and Gaps Assessment	8 weeks	
	Deliverable 3.3: Report on Baseline review and Gap Assessment of Tertiary SES education programs in Ghana	8 weeks	
	Deliverable 3.4: Report on SESC Roadmap	12 weeks	5
	Deliverable 3.5: Report on the Tertiary level SES Program Roadmap	12 weeks	
Deliverable 4:	Deliverable 4.1: Report on Design and Implementation Plan for the National SE Market Accelerator Conference	16 weeks	5
	Deliverable 4.2: Report on Design and Implementation Plan for the National SE Technology Showcase		
	Deliverable 4.3: Report on Implementation Plan Report for the National SE Market Accelerator Conference and SE Technology Showcase.		
	Deliverable 4.4: Report on Final Part I Dissemination Workshop	19 weeks	5

PAYMENT STRUCTURE cont'd

18

DELIVERABLE	DESCRIPTION	TIME LINE (weeks after commencement of Services)	Total payment in %
PART II be delivered in parallel with Part I			
Deliverable 5:	Report on Sustainable Energy Course Development Syllabi	8 weeks	5
Deliverable 6:	Deliverable 6.1: Report on Ghana SEMP Certification Course Content	12 weeks	
	Deliverable 6.2: Report on Ghana SEAP Certification Course Content		
Deliverable 7:	Deliverable 6.3: Report on Ghana EAP Course	16 weeks	5
	Deliverable 7.1: Report on SEMP Course Certification Exam		
	Deliverable 7.2: Report on SEAP Course Certification Exam		
Deliverable 8:	Deliverable 7.3: Report on EAP Course Certification Exam	19 weeks	5
	Report on SE TOT Course Syllabi		
Deliverable 9:	Deliverable 9.1: Report on Ghana SEMP TOT Course Content	23 weeks	5
	Deliverable 9.2: Report on Ghana SEAP Course Content		
	Deliverable 9.3: Report on Ghana EAP TOT Course Content		
Deliverable 10:	Deliverable 10.1: Report on CFI for Candidate Organizations to Host the SESCOs and Shortlisting	26 weeks	5
	Deliverable 10.2: Report on initial shortlisting of candidate SESCOs and list of nominated training candidates	33 weeks	
Deliverable 11:	Deliverable 11.1: Report on the Ghana SEMP course certification exam results	39 weeks	10
	Deliverable 11.2: Report on the Ghana SEAP course certification exam results		
	Deliverable 11.3: Report on the Ghana EAP course certification exam results		
	Deliverable 11.4: Report on the SEMP course implementation		
	Deliverable 11.5: Report on the SEAP course implementation		
	Deliverable 11.6: Report on the EAP course implementation		
	Deliverable: 11.7 Report on the final shortlisting of SESCO candidate institutions		
Deliverable 12	Deliverable 12.1: Supporting documentation to launch a CFP for Candidate Institutions to host the SESCOs	44 weeks	5
	Deliverable 12.2: Report on the final selection of the SESCOs host institutions	50 Weeks	
Deliverable 13	Deliverable 13.1: Report on the SEMP TOT course implementation	54 weeks	5
	Deliverable 13.2: Report on the SEPDP TOT course implementation		
	Deliverable 13.3: Report on the EAEPT TOT course implementation		

PAYMENT STRUCTURE cont'd

19

DELIVERABLE	DESCRIPTION	TIME LINE (weeks after commencement of Services)	Total payment in %
PART III			
Deliverable 14	Deliverable 14.1: Report on SESC Business Plans	58 weeks	5
	Deliverable 14.2: Report on SESC Operations Manuals		
Deliverable 15	Deliverable 15.1: Report on Critique of the Walk-Through Energy Audits for Each Facility Assigned to Each of the SESCOs.	64 weeks	10
	Deliverable 15.2: Report on Critique of the Investment Grade Energy Audits for Each Facility Assigned to Each of the SESCOs.		
	Deliverable 15.3: Report on Critique of the Project Implementation Plans for Each Facility Assigned to Each of the SESCOs.		
	Deliverable 15.4: Report on Critique of the Measurement and Verification Plans Developed for Each Facility Assigned to Each of the SESCOs.		
	Deliverable 15.5: Report on Critique of the finance plan for implementation of SE projects.		
	Deliverable 15.6: Report on Critique of tender documentation for procurement of design and construction services to implement the SE projects.		
	Deliverable 15.7: Summary report detailing all the project development documents for the Pilot SE Projects (Deliverables 15.1 – 15.6)		
Deliverable 16	Deliverable 16.1: Report on Written Critique for each of the two SE courses delivered by each of the SESC	67 weeks	5
	Deliverable 16.2: Report on Critique of the videotaped playback for each of the two SE courses delivered by each of the SESC		
Deliverable 17	Develop final completion reports for summarizing Part I – III	70 weeks	10

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- SERVICES AND ROLES OF SUSTAINABLE ENERGY AUDITING
CENTERS CONSULANT
- CONTRACT OPTIONS
- PAYMENT STRUCTURE
- EVALUATION CRITERIA

EVALUATION CRITERIA

GENERAL

21

Consultancy firm experience:

- **Minimum of five (5) years as the Lead Consultant in development and implementation of professional education/certification courses related to sustainable energy. At least two (2) of the five (5) years to be involved in organization and delivery of professional certification courses in the field of energy efficiency and renewable energy.**
- **Minimum of five (5) years as the Lead Consultant in conducting feasibility study and market assessment for sustainable development of the energy market, with proven capability in leading complex stakeholder engagement processes.**

EVALUATION CRITERIA GENERAL

22

Consultancy firm experience:

- **Minimum of five (5) years as the Lead Consultant in conducting investment grade feasibility studies for sustainable energy retrofit projects for commercial buildings. This experience should include development of design concepts, detailed life cycle assessments, finance coordination, implementation planning, and development of measurement and verification plans.**
- **Minimum of five (5) years of experience in the development and delivery of energy audit curriculum for Tertiary Level Technical Courses (including TVET), and familiar with the ISO 50001 Energy Management Standard.**

EVALUATION CRITERIA

APPROACH, METHODOLOGY AND WORKPLAN

APPROACH

- Clear understanding of the contract requirements
- Appreciation for the assignment contained in the ToR

METHODOLOGY

- Detailed Program Management Plan (PMP).
- Proposed approach and methodology includes solutions for addressing time constraints.

WORKPLAN

- Proposed project organization and staffing provides a clear, logical and appropriate staffing pattern with responsibilities among different staff positions adequately defined in the ToR.
- A fully developed Work Plan showing the proposed completion of the works contained in the ToR.

EVALUATION CRITERIA

KEY PERSONNEL QUALIFICATION

Qualifications

- Educational Qualifications and Professional Training,
- Membership of Professional Organization, and
- Knowledge of English Language.

Work Experience Relevant to the Assignment

- Demonstrable successful experience and past performance in accomplishment of similar projects.

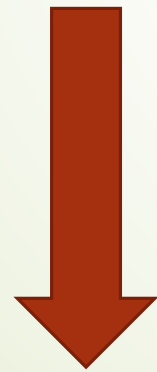
Developing country experience

- Relevant work experience in Sub-Saharan Africa or developing countries

THANK YOU



QUESTIONS AND ANSWERS??



NEXT PRESENTATION



Millennium Development Authority (MiDA)

REQUEST FOR PROPOSALS

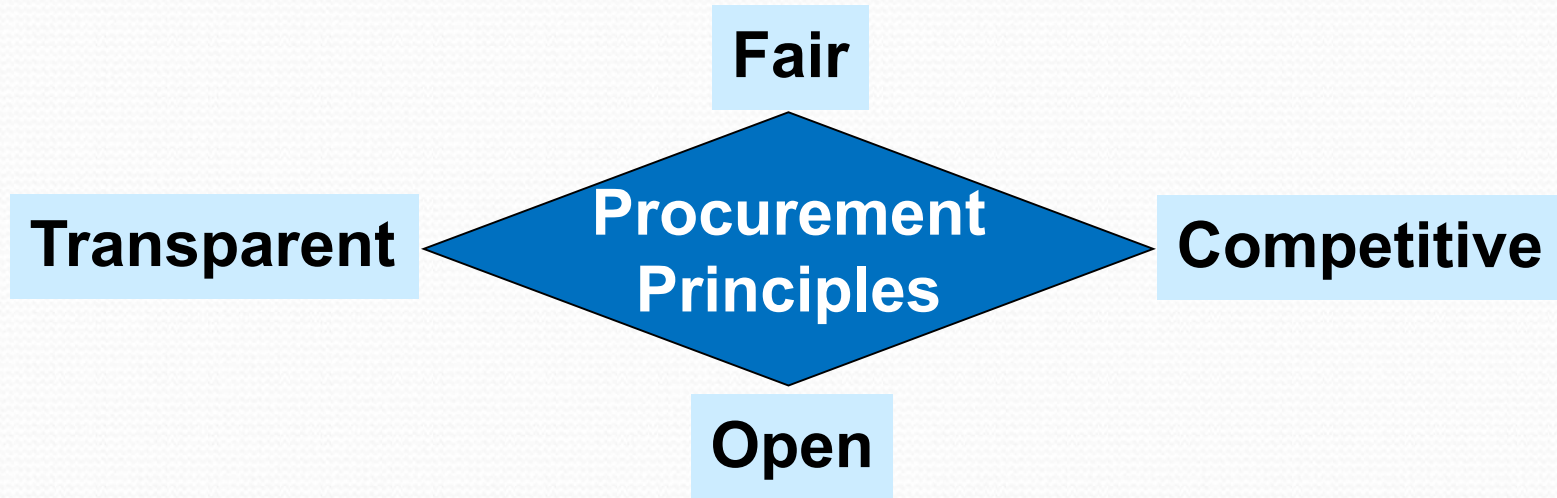
MCC STANDARD BIDDING DOCUMENT ADAPTED FROM IDA/WORLD BANK STANDARD DOCUMENTS BUT ADAPTED TO SUIT MCC.

REMEMBER THIS IS UNTIED AID AND COMPETITION IS OPEN WORLDWIDE.

IMPORTANT FOR INTERESTED BIDDERS TO READ THE RFP CAREFULLY AS THIS IS AN UPDATED VERSION EFFECTIVE FROM SEPTEMBER 2018.

IF IN DOUBT ON ANY ISSUE(S) ALWAYS ASK FOR CLARIFICATION BY THE ADVERTISED DEADLINE.

MiDA PROCUREMENT PRINCIPLES



- Procurement Agent to ensure integrity of the process
- Open competition wherever possible
- No geographic or national preferences
- Independent and suitably qualified Evaluation Panels
- MCC and MiDA Board of Directors approvals over certain thresholds
- Price Reasonableness Analysis
- Contractor Past Performance Reports
- Bid Challenge System (www.mida.gov.gh) and Debriefings

PART 1 - SECTION I

INSTRUCTIONS TO CONSULTANTS

READ CAREFULLY, AND IN PARTICULAR NOTE

CLAUSE 17

- Clearly mark your outside envelope/package with the name and reference for the assignment – also see Proposal Data Sheet;
- Ensure that the required number of your Technical and Financial Proposals are provided – also see Proposal Data Sheet;
- Ensure that the Technical and Financial Proposals are enveloped separately and also clearly marked with the name and reference for the assignment.

PART 1 - SECTIONS II AND III

Section 2 – The Proposal Data Sheet supersedes the related clauses from the Instructions to Consultants. Please also note that Proposals must be submitted no later than **15:00 hours Ghana time on 23rd November, 2018.**

Section 3 – The Qualification and Evaluation Criteria shows the marks to be awarded for each category and you are required to obtain a total of 80 marks if you are to pass and enable your Financial Proposal to be opened and evaluated.

SECTION III - QUALIFICATION AND EVALUATION CRITERIA

There are now new Qualification Tables included in the RFP in Section 3.5 which cover:

3.5.1 Eligibility – Qualification and Eligibility, Conflict of Interest and Ineligibility and Debarment (Form TECH-1 and attachments).

3.5.2 Historical Contract Non-Performance – Pending Litigation (Form TECH-2 B).

3.5.3 Financial Situation – Historical Financial Performance, and Financial Resources (Forms TECH 2A, TECH-2B and TECH-4).

3.5.4 Experience – Organization Capability and Technical Experience (Forms TECH-3 and TECH-6), and General and Specific Experience (Form TECH-4).

The Consultant shall provide the information requested in the corresponding information sheets included in Section IV, Proposal Forms, to establish that the Consultant meets the requirements established.

SECTION III – QUALIFICATION AND EVALUATION CRITERIA

LEGAL STATUS - LETTER OF INCORPORATION WITH TECH-1

FINANCIAL CRITERIA - ACCOUNTS AND CREDIT FACILITIES TO EVIDENCE SUFFICIENT FINANCE TO COMPLETE THE CONTRACT.

LITIGATION CRITERIA – FOR CONTRACTS IN LAST 5 YEARS.

ORGANIZATIONAL CAPABILITY AND EXPERIENCE OF THE CONSULTANT – EVIDENCE OF SUCCESSFUL EXPERIENCE ON GENERAL AND SPECIFIC CONTRACTS RELATED TO THE ASSIGNMENT.

APPROACH, METHODOLOGY, AND WORK PLAN - RESPOND TO THE REQUIREMENTS OF THE TOR AND THE STATED CRITERIA

KEY PROFESSIONAL PERSONNEL – EDUCATIONAL QUALIFICATIONS, RELATED WORK EXPERIENCE, AND EXPERIENCE IN SUB-SAHARAN AFRICA/DEVELOPING COUNTRIES

SECTION III - QUALIFICATION AND EVALUATION CRITERIA

- Form TECH-2A. Financial Capacity of the Consultant
- The Consultant is required to provide information on its financial status. This requirement can be met by submission of one of the following:
 - *audited financial statements for the last three (3) years, supported by audit letters,*
 - *certified financial statements for the last three (3) years, supported by tax returns.*
 - *Evidence of financing dedicated for the implementation of the consulting services as attested by an authorized representative of the Consultant.*
- Failure to submit documents as evidence of financial capacity will result in the rejection of the Proposal.
- If the Proposal is submitted by a joint venture, all parties of the joint venture are required to submit their financial statements. The reports should be submitted in the order of the Associate's significance in the joint venture, greatest to least.

SECTION IV

Section IV A – The Technical Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **TECH-1 to TECH-11** forms.

Section IV B – The Financial Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **FIN-1 to FIN-4** forms.

TECH FORM - PART 1

- **TECH-1** *Use the form and wording of the letter provided and attach Power of Attorney, Letter of Incorporation, Joint Venture or Association Agreements.*
- **TECH-2A** *Attach Audited or Certified Financial Statements for the last 3 years or evidence of financing dedicated for the implementation of the consulting services as attested by an authorized representative of the Consultant.*
- **TECH-2B** *Provide details of all current or past legal proceedings, litigation, arbitration, action claims investigations or disputes over the last five (5) years.*
- **TECH-3** *Provide the background and organization of your firm/entity, and each associate, your organization chart(s), and demonstrate your organizational capability and experience as well as capacity to field and provide experienced replacement personnel at short notice..*
- **TECH 4** *Provide information on all relevant general and specific assignments that your organization, and associates, have carried out relevant to the RFP/TOR – all MCC funded work must be included.*
- **TECH-5** *Each Consultant, and JV/Association member(s) must provide references about any and all MCC-funded contracts anywhere in the world (either direct or with an MCA-Entity) to which they have been a party as sole or Lead Consultant, affiliate, associate, subsidiary, sub-Consultant or any other role. Separate parts of the table to be completed for Contracts with MCC, and for Contracts with MCA-Entities.*

TECH FORMS - PART 2

- **TECH-6** *Description of your Technical Approach and Methodology, Work Plan, and Organization and Staffing for the assignment – show an understanding of the assignment, what you will do and how you will do it.*
- **TECH-7** *Present and justify any modifications or improvements to the TOR you are proposing to improve performance in carrying out the assignment.*
- **TECH-8** *List the name, organization, and area of expertise for the Key Personnel proposed as well as the position [for the Assignment, not their corporate position] and tasks assigned for the Assignment.*
- **TECH-9** *Provide the home and field staffing inputs for all Key and Non-Key Personnel (Support Staff).*
- **TECH-10** *Provide a list of all the main activities, deliverables and other milestones for the assignment.*
- **TECH-11** *Please ensure you follow the format of the CV provided. With regards the educational qualifications of personnel you must clearly indicate the year(s) of academic qualification. Also ensure that the number of years of experience for personnel is clearly detailed on the CV.*

FIN FORMS

- **FIN-1** *Use the form and wording of the letter provided and insert the relevant date and amount(s) in words and figures.*
- **FIN-2** *Insert the total fully loaded price in the relevant currency (US Dollars, or Ghanaian Cedi, or a combination of both).*
- **FIN-3** *Complete the Breakdown of Price by Activity (for each and every activity stated in the TOR) using fully loaded prices and listing/pricing each of the line item activities in the whole assignment.*
- **FIN-4** *Complete the Breakdown of Price by Remuneration giving home and field rates for all of the Key and Non-Key Personnel in forms TECH-8 and TECH-9 of your Proposal.*

PART 1 - SECTION V

Terms of Reference – Consultants should read these carefully as it provides, among others, details of:

- the Scope of Work required under this assignment,
- the Tasks, Deliverables, Payment Terms, and
- the Key and any Non-Key Personnel requirements and the required Level of Effort.

PART 2 – CONTRACT AGREEMENT

This is the new form of Contract Agreement that you will be required to sign so please read the terms and conditions carefully.

If you are in any doubt about any of the terms of Contract it is advisable to ask for clarification at this stage.

Note: The General Conditions of Contract and MCC Additional Provisions will not be changed.

PART 2 – CONTRACT AGREEMENT

Three new Annexures to the form of Contract:

ANNEX H – Compliance with Sanctions Certification Form

This form is to be completed by the Consultant and submitted together with the signed Contract Agreement, and subsequently thereafter on the last business day prior to the last day of each quarter (March 31, June 30, September 30, December 31) after the signature of an MCC-Funded Contract, for the duration of the Contract.

ANNEX I – Self-Certification Form

This self-certification declares that the Consultant will only procure goods and materials essential for the Contract, from suppliers that are free of forced and child labor and provide their direct workers with a safe and hygienic workplace, in compliance with the International Finance Corporation's Performance Standards on Environmental and Social Sustainability regarding labor standards and protections.

ANNEX J – Notice of Intent to Award

*In compliance with ITC 26.1, after the completion of the evaluation report and having obtained all the necessary approvals per the PPG, the MCA Entity shall send the Notice of Intent to Award to the successful Consultant. Delivery of the Notice of Intent to Award **shall not constitute the formation of a contract** between the MCA Entity and the successful Bidder. This merely formalizes the processes already in place.*

CLARIFICATION QUESTIONS AND RESPONSES

CLARIFICATION QUESTIONS MUST BE SENT **BY E-MAIL** NO LATER THAN CLOSE OF BUSINESS ON **26th OCTOBER, 2018** TO:

paghana@charleskendall.com

and copy to

procurement@mida.gov.gh

YOU MUST USE THESE ADDRESSES TO SOLICIT A WRITTEN RESPONSE TO YOUR QUESTIONS INCLUDING THOSE RAISED AT THIS MEETING.

RESPONSES TO ALL QUESTIONS WILL BE ISSUED ALONG WITH THE MINUTES OF THE PRE-PROPOSAL MEETING NO LATER THAN **2nd NOVEMBER, 2018** .

SUBMISSIONS

MiDA PROCUREMENT

4TH FLOOR HERITAGE TOWER

SUBMISSION FORM TO BE COMPLETED ON
TENDER BOX.

SUBMISSIONS DUE BY **15:00** HOURS GHANA TIME
ON **23rd NOVEMBER, 2018** . A PUBLIC OPENING
FOLLOWS IMMEDIATELY AFTER.

LATE SUBMISSIONS WILL NOT BE ACCEPTED.

COMMON CHALLENGES

- ❖ Clarification questions not asked by due date and time.
- ❖ Courier packages not clearly marked – clearly label courier packages with activity title and RFP reference number.
- ❖ The cover, or Technical and Financial Proposal, envelopes not correctly marked, or submitted in separately sealed envelopes.
- ❖ Proposal submission form/letter (TECH-1) not signed.
- ❖ Power of Attorney not provided for the person given authority to sign the Proposal and/or negotiate and/or sign the resulting Contract.
- ❖ JV or Association documents not provided.
- ❖ Financial Statements for three (3) years frequently not provided.
- ❖ Firms respond to TORs stating they will do **what** the TOR requires but not explaining **how** they will carry out the assignment
- ❖ References not provided for Bidder and/or Key Personnel.
- ❖ Incorrect, or no, email addresses provided for Referees.
- ❖ CV not in correct format and/or not signed.
- ❖ CV to clearly state the years of experience for your Key Personnel.



As always we are looking for compliance with all of the requirements of the RFP.

It is the responsibility of the Consultant to ensure that their Proposals are complete, compliant, and clear.

The Technical Evaluation Panel will not second guess Proposal content or your intentions.

Thank You.