



The Commonwealth

COMMONWEALTH SECRETARIAT
MARLBOROUGH HOUSE, PALL MALL, LONDON SW1Y 5HX

IN STRICT COMMERCIAL CONFIDENCE

Sample Request for Quotations (RFQ)

For the provision of Consultancy Services: Strengthening Internal Audit and Risk
Management in Namibia

(February - March 2023)

Return Date: 5pm (GMT) 11th November 2022

Contract Award: January 2023

Contact Email: PSGU@commonwelath.int

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1. Introduction

The Commonwealth Secretariat (The Secretariat) is an international organisation established by Agreed Memorandum, which is given privileges and immunities under the domestic law of the United Kingdom by the Commonwealth Secretariat Act 1966 (as amended by the International Organisations Act 2005). Under this legislation, the Secretariat is not subject to UK jurisdiction and enforcement.

This status has an impact on some of our standard terms and conditions. In particular, we draw your attention to our dispute resolution clause, which refers disputes to the exclusive jurisdiction of the Commonwealth Secretariat Arbitration Tribunal (CSAT). The 8 members of the Tribunal are selected by the Board of Governors and come from Commonwealth member countries. Information about CSAT, including its governing statute and procedure are available on its website at <http://thecommonwealth.org/tribunal>.

The Secretariat implements decisions agreed by Heads of Government and Ministers through advocacy, consensus-building, information sharing, analysis, technical assistance, capacity-building, and advice on policy development.

2. Purpose

The purpose of this request for a quote (RFQ) is to find and appoint a suitable consultant to perform the services required in accordance with the highest professional standards and international best practices, bearing in mind the objectives of the assignment, the desired outputs and the ERM policy and legislative framework. The Consultant will develop, and submit outputs as specified in these Terms of Reference.

The appointed consultant shall be awarded a contract that will be effective for up to 30 working days.

See Specification in Section 7 for details on the services required.

3. Instructions to Bidders

This is a one stage RFQ process with a written submission to this RFQ followed by bidder clarifications, if required. Bidders will be scored following the first stage and if required bidders may be asked to attend a clarification of their Quote meeting.

Bidders must submit all documents as set out in Part1 - Part 5 (including appendices) no later than the return date.

The Quote documents are to be returned by email (NOTE files attached must not be more than 35MB per email) to the Commonwealth Secretariat.

Email: PSGU@commonwealth.int

All queries must be in writing via the email address above.

Following all stages of the Quote process, the bid received that is deemed the most economically advantageous tender (MEAT) shall be awarded the contract based on the evaluation weightings below.

4. Evaluation Weightings

Quality 80%

Price 20%

The lowest price bid shall be awarded the full points, all other bids shall be awarded a percentage from the benchmark. E.g. (lowest price/other bid)*weighting = Score.

5. Quote Timeline

Please note, that the following timeline is an estimate and may change at short notice.

Activity	Date
Request for quote (RFQ) issued	31 st October 2022
Clarification questions to be submitted by bidders by	3 rd November 2022
Secretariat's response to clarification questions will be circulated confidentially to all by	7 th November 2022
Quotes submission closing date	11 th November 2022
Evaluation process duration (including any clarification meetings)	25 th November 2022
Notification of intention to Award	16 th December 2022
Contract Start Date	13 th February 2022

6. Information for Bidders

- Unless indicated otherwise, all prices should be quoted in Pounds Sterling. Prices quoted should exclude VAT but must indicate clearly where VAT is applicable and where items might be zero-rated.
- The bidder must ensure that they have all the information required for the preparation of the Quote submission and that they are satisfied about the correct interpretation of terminology used in this documentation. The bidder must also ensure that they are fully conversant with the nature and extent of the obligations should the Quote be accepted.
- Quotes are to be valid for a minimum of 60 days from the closing date for the submission of the Quotes.
- The Commonwealth Secretariat reserves the right to cancel the RFQ at any time during the process and not to award a contract as a result of this procurement.
- Bidders shall bear all costs in completing a quotation submission.
- Bidders shall not disclose details of the RFQ to third parties without prior agreement from an authorised officer of the Commonwealth Secretariat.
- Bidders are required to submit transparent pricing with no hidden costs or charges.
- The Secretariat will carry out an evaluation of the quotes using the weighted criteria method as described in this document. Following all stages the Secretariat will select a preferred bidder which will be taken forward to contract award. The Secretariat reserves the right to appoint a reserve preferred bidder which the Secretariat would take forward to contract award if any contract negotiations with the preferred bidder are unsuccessful.
- Only those Bidders who can undertake the study in the indicated timeline (February - March 2023) should consider applying

By taking part in this request for quotes all bidders commit to the following:

- Bidders certify that they have not canvassed or solicited any officer or employee of the Secretariat in connection with this Quote submission and that no person employed or acting on behalf of the bidder has done any such act.
- Bidders will not canvas or solicit any officer or employee of the Secretariat in connection with this Quote submission.
- Bidders confirm that they shall automatically be subject to termination on grounds of misrepresentation and failure of duty to disclose.

7. Specification of requirements

Terms of Reference

Strengthening Internal Audit and Risk Management in Namibia

February - March 2023

A. BACKGROUND

The Commonwealth Secretariat, through the Public Sector Governance Unit, Governance and Peace Division, has received a request for assistance from the Government of Namibia to strengthen Internal Audit and Risk Management across the public service.

The Directorate of Government Internal Audit and Policy Coordination (DGIAPC) is a newly established Directorate in the Ministry of Finance and is responsible for coordination, harmonisation and capacity building of Internal Auditors in the Public Service of Namibia.

A Public Sector Internal Audit Policy (PSIAP) designed to strengthen the internal audit function based on the provision of the Public Finance Management Bill and State Finance Act (Act 31 of 1991) was approved by Cabinet in 2018. Prior to the adoption of the PSIAP, no formal guidance existed for internal audit units to undertake their functions in a consistent and standardise manner thus restricting the ability of internal audit to significantly add value to management of public finances in Namibia. It is anticipated that the PSIAP will enhance the independence and profile of the internal audit function.

Internal Audit is currently faced with some challenges including inconsistencies in the carrying out of audit activities by Offices, Ministries and Agencies (OMAs) and Regional Councils (RCs) and lack of operating procedures manual for internal audit. However, through previous technical assistance received, the DGIAPC has developed some key draft documents to guide its operations including Draft Internal Audit Manual, Draft Quality Assurance and Improvement Program Manual and Draft Audit Committees Handbook.

Audit Committees have also been established in the Ministry of Finance, some OMAs and RCs. These will benefit from having much needed relevant guidance and training in adequately executing their functions.

B. OBJECTIVE OF THE PROJECT

With the DGIAPC now established in the Ministry of Finance, there is the need to finalise and approve the key internal audit documents including the Draft Internal Audit Manual, Quality Assurance and Improvement Program Manual and Audit Committee Handbook. The finalisation of these draft documents will pave the way for the strengthening of the internal audit function and Audit Committees in the Ministry of Finance, OMAs and RCs respectively. Additionally, much needed capacity building for key internal audit officials and audit committee members will be facilitated.

C. SCOPE OF WORK

The Consultant is expected to perform the services required in accordance with the highest professional standards and international best practices, bearing in mind the objectives of

the assignment and the desired outputs. The Consultant will develop and submit outputs as specified in these Terms of Reference. The Consultant is expected to engage with various stakeholders within Government (including any relevant project oversight structures established) in conducting this assignment. The assignment should be conducted in the spirit of collaboration and consultation with the DGIAPC and key stakeholders relevant to strengthening of the internal audit and risk management function.

The consultant shall generally liaise closely with the Executive Director Ministry of Finance or his designate the Director DGIAPC in undertaking the assignment.

The Consultant is expected to perform the following tasks:

- a) Collaborate with DGIAPC and Audit Committee MoF in finalising the key draft internal audit documents already in place including:
 1. Draft Internal Audit Manual
 2. Draft Quality Assurance and Improvement Program Manual
 3. Draft Audit Committees Handbook
- b) Develop internal audit training guide for Namibia and Power Points presentations for delivering the Train the Trainers training to identified internal auditors and audit committee members respectively.
- c) Facilitate and deliver internal audit Train the Trainers training for internal auditors from Ministry of Finance and targeted OMAs and RCs geared towards strengthening the internal audit function. Additionally provide training for Audit Committee members of Ministry of Finance and targeted OMAs and RCs. The training shall be delivered in two groups (maximum of 25 participants per group) for a period of 5 days each.
- d) Collaborate with the DGIAPC in undertaking at least 2 days internal audit awareness and sensitization of Accounting Officers of OMAs and RCs.

D. DELIVERABLES:

1. The deliverables under this engagement are as specified in the table below. All documents submitted must conform to the following minimum standards:
 - a) Should use language appropriate for the target audience, whether technical or non-technical;
 - b) Should be comprehensive, properly formatted and well presented;
 - c) Should be developed through a consultative process, ensuring feedback from key stakeholders particularly the DGIAPC.

KEY DELIVERABLES	PERFORMANCE STANDARD/OUTPUT
Inception Report submitted within one week of commencement of the Project	A report on initial review of relevant draft documents. It should also set out the methodology to be employed during the assignment and should incorporate a detailed project plan, scheduling the timeline of activities for the assignment.
Draft Engagement Report, with accompanying documents no later than 22 nd March 2023. The Draft Report should be submitted alongside the following: Finalised Internal Audit Manual, Quality	Conduct stakeholder engagements for Accounting Officers and training of trainers programs for the targeted internal auditors and audit committee members.

Performance and Improvement Program Manual AND Audit Committees Handbook for the Government of Namibia;	
Standardised Internal Audit Training Guide and Power Points Presentations.	
Standardised Audit Committee Training Guide and Power Points Presentations.	
Final Engagement Report within five working days of the end of the assignment and no later than 31 st March 2023.	A final report with recommendations should be prepared communicating overall performance in connection with these terms of reference. Any challenges encountered during the assignment and the approach used for mitigation should also be stated in the report. The final report should be submitted to the Executive Director Ministry of Finance, copied to the Adviser Public Financial Management, Public Sector Governance Unit, Commonwealth Secretariat.

E. QUALIFICATION, EXPERIENCE & COMPETENCIES REQUIRED:

- I. A Certified Internal Auditor with a Professional or Post Graduate Degree in Internal Audit or Risk Management.
- II. Membership of recognised Professional Internal Audit or Risk Management Institute
- III. At least 15 years substantive experience and expertise in a senior capacity in Internal Audit or Risk Management. Previous experience of providing such services within Southern Africa would be an added advantage.
- IV. Previous experience of similar internal audit reforms in the public sector and developing relevant internal audit documents for governments.
- V. Proven and demonstrated experience of training internal auditors and audit committee members. Accredited training certification from a recognised internal audit or risk management training institution would be an advantage.
- VI. Demonstrated experience of engaging senior government officials in the delivery of internal audit or risk management related services and the ability to communicate internal audit and risk-related concepts to technical and non-technical audience.

F. DURATION TIMEFRAME AND REPORTING

The consultancy is expected to last for a period of 30 working days during February and March 2023. It is expected that the consultant will be in duty station in Namibia for at least 22 working days of the assignment (the exact dates to be agreed with the Director, DGIAPC) to actively engage key stakeholders and also facilitate the trainings. Whilst on post, the Consultant will report to the Director, DGIAPC. The expected commencement date of this assignment is 13th February 2023 and should be completed by 31st March 2023.

G. Fee

The consultant will be paid an all-inclusive maximum fee of £12,000 (including VAT where applicable) for the assignment. This includes all travel and associated costs for the in-country engagements.

H. Payment Schedule

25% of fee upon submission of Inception Report
35% of fee upon submission of Draft Report
40% of fee upon delivery of Final Report

Quote Submission Documents

Note - Bidders must complete and return all Quote submission documents below:

Part 1 - Bidder Details

Part 2 - Suitability Assessment Questions (with ethics form attached)

Part 3 - Technical Questionnaire

Part 4 - Pricing

Part 1 - Bidder Details

Please provide details relating to your registered offices, legal status and date of incorporation.

<i>Individual/ Company Name/Trading Name</i>		<i>Company/Sole Trader Registration Number</i>	
<i>Correspondence Address</i>		<i>Date of incorporation</i>	
<i>Post code</i>		<i>Company/Sole Trader Registered Address</i>	

<i>Contact Name</i>		<i>Job Title</i>	
<i>Telephone</i>		<i>Email</i>	

In the event of utilising a third party, on your behalf for any part of the services, please provide the full details of the secondary consultant:

<i>Company Name</i>		<i>Duration of working relationship,</i>	
<i>Company Registered Address & Registration Number</i>		<i>Reason for use</i>	
<i>Post Code</i>			

Please provide audited annual turnover for the past two years:

Annual	Previous Year	Year 2
Turnover:	£	£

Please note, the successful bidder may also be checked for their Equifax Credit Score. Should the bidder fail the credit score, the Secretariat will be entitled to commence negotiations with the second preferred bidder subject to that bidder having passed the Equifax Credit Score and so forth.

Please provide the contact details of two professional reference clients. The referees will not be contacted until the final stage of the Quote process. Please provide references from similar international organisations or public sector bodies if possible.

	<i>Reference 1</i>	<i>Reference 2</i>
<i>Company Name</i>		
<i>Company Address</i>		
<i>Post Code</i>		
<i>Telephone</i>		
<i>Email</i>		

Part 2 - Suitability Assessment Questions

Grounds for Exclusion

You will be excluded from the Quote process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations.

1. Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), Directors or Partner or any other person who has powers of representation, decision or control been convicted of any of the following offences?

Please Mark 'X' In the Relevant Box		Yes	No
(a)	Conspiracy as defined by the legislative or judicial bodies in your jurisdiction.		
(b)	Corruption as defined by the legislative or judicial bodies in your jurisdiction.		
(c)	Bribery as defined by the legislative or judicial bodies in your jurisdiction.		
(d)	The offence of cheating the Revenue as defined by the legislative or judicial bodies in your jurisdiction.		
(e)	The offence of conspiracy to defraud as defined by the legislative or judicial bodies in your jurisdiction.		
(f)	Fraud as defined by the legislative or judicial bodies in your jurisdiction.		
(g)	Theft as defined by the legislative or judicial bodies in your jurisdiction.		
(h)	Fraudulent trading as defined by the legislative or judicial bodies in your jurisdiction.		
(i)	Fraudulent evasion as defined by the legislative or judicial bodies in your jurisdiction.		
(j)	Destroying, defacing or concealing of documents or procuring the execution of a valuable security as defined by the legislative or judicial bodies in your jurisdiction.		

(k)	The possession of articles for use in frauds as defined by the legislative or judicial bodies in your jurisdiction.		
(l)	Any offence considered to be Counter Terrorism as defined by the legislative or judicial bodies in your jurisdiction.		
(m)	Money laundering as defined by the legislative or judicial bodies in your jurisdiction.		
(n)	Any Sexual Offences as defined by the legislative or judicial bodies in your jurisdiction.		
(o)	Drug trafficking as defined by the legislative or judicial bodies in your jurisdiction.		

2. Within the past three years, please indicate if any of the following situations have applied, or currently apply, to your organisation.

Please Mark 'X' In the Relevant Box		Yes	No
(a)	your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;		
(b)	your organisation is guilty of grave professional misconduct, which renders its integrity questionable;		
(c)	your organisation has entered into agreements with other economic operators aimed at distorting competition;		
(d)	the prior involvement of your organisation in the preparation of the procurement procedure has resulted in a distortion of competition;		
(e)	your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions.		

3. Employment and Human Rights

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete 'Yes' / 'No' as applicable.

(a)	In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?	Yes/No
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(b)	<p>In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination?</p> <p><i>If you have answered “yes” to one or both of the questions, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date.</i></p> <p><i>If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring. You may be excluded if you are unable to demonstrate to The Commonwealth’s satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.</i></p>	Yes/No
(c)	If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?	Yes/No/NA

4. Environmental Legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete ‘Yes’ / ‘No’ as applicable.

(a)	<p>Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?</p> <p><i>If your answer to this question is “Yes”, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served. The Secretariat will not select bidders that have been prosecuted or served notice under environmental legislation in the last 3 years, unless The Commonwealth is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.</i></p>	Yes/No
(b)	If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?	Yes/No/NA

5. Health and Safety legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete ‘Yes’ / ‘No’ as applicable.

(a)	Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.	Yes/No
(b)	<p>Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?</p> <p><i>If your answer to this question was “Yes”, please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result. The Secretariat will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate</i></p>	Yes/No

	<i>to The Commonwealth's satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.</i>	
(c)	If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?	Yes/No/NA

6. Insurance requirements [pass/fail]

The appointed consultant/service provider will be required to maintain appropriate levels of insurance in a number of areas and supply copies of relevant policies as appropriate. Please complete the enclosed table.

Area	Level of cover expected	Level of cover currently held	Level of cover to be provided	Further details/limitations in liability cap incl. amounts
Public liability	£10m			
Employer's liability	£5m			
Professional Indemnity	£1m			

Please **note** that the insurance cover detailed above needs to be in place before activities commence in pursuance of the services required and will not be considered as part of the costs under the contract between the Secretariat and the selected consultant.

7. Terms and Conditions

Please delete 'Yes' / 'No' as applicable.

(a)	Please confirm that you (if a Sole Trader)/your organisation agrees to the Commonwealth Secretariat's standard terms and conditions (Appendix 1). If not, please state reasons:	Yes/No
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8. Legal comments table

By submitting a response, the bidder is agreeing to be bound by the terms of this RFQ and the Contract save as in relation to those areas of the Contract specifically highlighted below. As such, if the terms of the Commonwealth Secretariat Standard Terms and Conditions renders proposals in the bidder's response unworkable, the bidder must submit full details of the unworkable/unacceptable provisions within the Standard Terms and Conditions by completing the Legal Comments Table below.

Clause/Paragraph /Schedule	Summary of Issue	Suggested Revisions

9. Code of Ethics [pass/fail]

Please delete 'Yes' / 'No' as applicable.

(a)	Please confirm that you/your organisation agrees to and has signed, dated <u>and attached</u> the Code of Ethics (Appendix 2)	Yes/No
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Part 3 - Technical Questionnaire

The following scoring mechanism will be used to score each question in this section:

Using a 0 - 5 scoring system:	
0	Unacceptable Response - No information provided or response does not address the requirement.
1	Poor response - The response contains material omissions and / or is supported by limited evidence / examples. Concerns that the organisation does not have the potential to deliver / that they have failed to meet a reasonable standard.
2	Fair response - There is adequate detail / supporting examples giving a reasonable level of confidence in the Tenderer's experience and ability. The Tenderer appears to have the potential to deliver as required / has met a reasonable standard and there are only minor concerns about the Tenderer's experience
3	Good Response - The level of detail / supporting examples gives a high level of confidence in the Tenderer's experience and ability. The Tenderer clearly has the potential to deliver and / or has clearly met an acceptable standard.
4	Excellent Response - A comprehensive well evidenced submission, clearly demonstrating expertise and knowledge incorporating some value-added benefits attributes & other points of innovation. The bid is deemed to offer little risk and fully captures the understanding of the steps involved to deliver aspects of the service which can be related to the question posed, giving a high level of confidence in the Tenderer's experience and ability.
5	Exceptional Response - A comprehensive and exceptionally evidenced submission that substantially exceeds the expectations of the requirement and offers significant additional benefits. Submission clearly demonstrates exceptional expertise and knowledge incorporating value added benefits/ & other points of innovation. The bid is deemed to offer well identified risks and a mitigation of these put forward and fully captures the understanding of the steps involved to deliver all the aspects of the service and is directly relatable to the question posed, giving an exceptionally high level of confidence in the Tenderer's experience and ability.

- The questions below are worth [80%] of the total score. The individual question weightings are set out in the weighting column.
- The following formula will be applied for each question:
 - $\text{Points Scored} \div \text{Points Available} \times \% \text{ weighting}$
 - The scores for each of the questions will be added to give a total Technical/Quality Score
- Unanswered questions or sections that are left blank shall be awarded a 0.

Please answer all questions in the spaces provided. Please do not attach documents or appendices.

In addition, please also attach a copy of your most recent Curriculum Vitae (CV).

Question No.	Question	Weighting
1	Qualifications <ul style="list-style-type: none"> – Certified Internal Auditor with a Professional or Post Graduate Degree in Internal Audit or Risk Management – Membership of recognised Professional Internal Audit or Risk Management Institute 	20%
Insert your answer here		
2	Capability of the Consultant to undertake the assignment <ul style="list-style-type: none"> – At least 15 years substantive experience and expertise in a senior capacity in Internal Audit or Risk Management. Previous experience of providing such services within Southern Africa would be an added advantage. – Previous experience of similar internal audit reforms in the public sector and developing relevant internal audit documents for governments. – Proven and demonstrated experience of training internal auditors and audit committee members. Accredited training certification from a recognised internal audit or risk management training institution would be an advantage. 	50%
Insert your answer here		
3	Others <ul style="list-style-type: none"> – Demonstrated experience of engaging senior government officials in the delivery of internal audit or risk management related services and the ability to communicate internal audit and risk-related concepts to technical and non-technical audience. 	10%
Insert your answer here		

Part 4 - Pricing

Transparent pricing must be submitted with no hidden costs. Pricing and cost must be broken down to the different elements of the service and must include all expenses.

Bidders are expected (within their financial proposal) to provide a full breakdown of the number of experts/number of days (total and per expert) needed to complete the assignment. Include CVs of all staff proposed.

The consultant will be paid an all-inclusive fee of £12,000 (including VAT where applicable) and includes all travel and associated costs for the in-country engagement.

Name/Level (Junior, Senior etc.)	Day Rate (ex VAT)	No of Days	Total (ex VAT) GBP
Total Net (ex VAT) Cost Of Quotation (A)			

Expenses:			
Total Net (ex VAT) Cost Of Quotation (B)			

Total Cost Of VAT (if Applicable) (C)	
Total Cost Of Quotation incl VAT (A+B+C=D)	

Question No.	Question	Weighting
4	Pricing	20%
<p>Insert your answer here</p>		

Payments will be made upon successful completion of the milestones described in the specification of requirements, upon receipt of the Secretariat's written approval of all agreed deliverables and upon submission of a compliant invoice. All invoices will be sent to contract manager PSGU@commonwealth.int

Part 5 - Clarifications of bids

Following the evaluation of the Suitability Questionnaire, Technical Questionnaire and Pricing, the bidders may be invited to take part in a clarification session with the evaluation panel. This session, if required, will be used to clarify the bid received and will not be scored separately. The clarifications received will then be used to finalise the overall scoring of the bid.

Please confirm your availability/willingness to take part in a clarification session of your bid at your own expense on the estimated dates specified in the Quote Timeline (Section 5). A meeting, if required, would be conducted remotely and should take no longer than a maximum of two hours.	Yes/No
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Appendices

Appendix 1 - Terms and Conditions

[Annex 13 Low Cost Consultancy Contract Template July2021.docx \(sharepoint.com\)](#)

Appendix 2 - Code of Ethics

[Annex15 Code of Ethics - \[updated January 2022\].docx \(sharepoint.com\)](#)