



Request for Proposal
on
Benchmarking Study Consultancy for IsDB
Institute
for
Islamic Development Bank Institute in HQ

March 2024

LETTER OF INVITATION

[Date]

[Name of the Assignment/Project]

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services for the above project. IsDB will select and engage the Consultants in accordance with the IsDB Corporate Procurement Policy (Policy).

2. IsDB now invites Proposals to provide the consulting services (Services) as described in the Terms of Reference. The firm will be selected using *Quality and Cost Based Selection (QCBS)* following the procedures in this Request for Proposal (RFP). This RFP has been addressed to the following shortlisted Consultants:

[Insert: List of Shortlisted Consultants]

3. It is not permissible to assign this invitation to any other firm.

4. The RFP includes the following documents:

Letter of Invitation (LOI)

Section 1: Definitions

Section 2: Instructions to Consultants (ITC)

Section 3: Data Sheet

Section 4: Eligibility Requirements

Section 5: Evaluation Criteria

Section 6: Standard Forms for Proposal Submission

Section 7: Terms of Reference (TOR)

Section 8: General Conditions of Agreement

Section 9: Consultancy Services Agreement (Particular Conditions of Agreement)

Protected

5. Please acknowledge the receipt of this Letter of Invitation and inform IsDB within 5 working days from the date of receipt of this Letter of Invitation:

- (a) Whether or not you will be submitting a Proposal; and
- (b) If so, whether you will be submitting a Proposal alone, as a Joint Venture or as a Lead Firm in an Association;
- (c) In the case of a Joint Venture, whether or not you will be submitting as the Lead Partner.

Yours sincerely,

Sami Al Suwailem

Acting Director General, IsDBi

SECTION 1 - DEFINITIONS

"IsDB" means **"Islamic Development Bank"**.

"IsDB Corporate Procurement Policy" is IsDB's policy that sets out the general principles governing corporate procurement of IsDB. For details, please refer to www.isdb.org.

"Close relative" is defined as son, daughter, stepson, stepdaughter, adopted son, adopted daughter, mother, father, brother, sister, niece, nephew, grandmother, grandfather, granddaughter, grandson, aunt, uncle, cousin, stepmother, stepfather, stepsister, stepbrother, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law..

"Consultancy Inputs" means the amount of the time in which the Consultant's services are required to be performed during the term of the Contract. Unless otherwise provided in the Contract, Consultancy Inputs are measured in the unit of "Working Day".

"Consultant", for the purpose of this RFP, means "consulting firm". A consulting firm may be private or public entity, or a non-government organization (NGO) or a Joint Venture of any of aforementioned, that has consultancy capacity and is invited to submit a proposal for the services and, if selected, shall provide the Services to IsDB.

"Contract" means the contract signed by the IsDB and the Consultant and all the attached documents listed in the Contract.

"Counterpart Facilities" means the facilities specified in the Data Sheet that shall be provided by the IsDB to the Consultant free of cost, and may include office accommodation, transportation equipment and other services.

"CQS" means Consultant's qualification Selection.

"ETP" stands for **"Evaluated Total Price"**.

"Data Sheet" means the section of the RFP that contains specific data and information on the selection process and the services.

"Day" means calendar day, except where otherwise stated.

"Field Work" means the Consultant's work at an assignment location other than the city or province where the Consultant holds permanent residence or office.

"FBS" means "Fixed Budget Selection".

"Full-Time Employee" is an individual who is currently employed under a Contract or agreement of employment with the Consultant or the Sub-Consultant; has been employed by the Consultant or the Sub-Consultant for the last 12 consecutive months preceding the date of submission of the Proposal; is entitled to receive regular remuneration and benefits (e.g. social security, pension or medical contributions) from the Consultant or the Sub-Consultant; and is engaged to work for the Consultant or the Sub-Consultant for the number of hours per day and days per year that are considered the norm for full-time employees in the country of employment or in the country in which the person is assigned.

"Home Office" means the Consultant's work at the Consultant's own office or residence.

"HRMD" standards for "Human Resources Management Department".

"Joint Venture" means a Consultant which comprises two or more Partners, each of which shall be jointly and severally liable to IsDB, if selected, for all the Consultant's obligations under the Contract.

"Lead Partner" is the Partner designated in the Power of Attorney to represent the Joint Venture or an association. Lead Partner is the Lead Firm in a Joint Venture.

"LCS" means "Least Cost Selection".

"Location of Assignment" means the place where the consultant is required to stay for providing the services in accordance with the contract. Further definitions are provided in the definitions of "On-Site Assignment" and "Off-Site Assignment".

“On-site assignment” means an assignment that requires the consultant to work on the Bank’s premises (headquarters, Regional Offices, Country Gateway Offices).

“Off-site assignment” means an assignment that requires the consultant to work at a location other than IsDB’s premises.

“Partner” means any of the entities that make up the Joint Venture and Partners means all such entities.

“Personnel” means qualified individuals provided by the Consultant and assigned to perform the Services or any part thereof. In this RFP, the term “personnel” may be used interchangeably with the term “expert(s)” or “member(s) of the Consultant team”.

“Proposal” means a technical proposal or a financial proposal, or both.

“QBS” means Quality-based Selection.

“QCBS” means Quality- and Cost-based Selection.

“RFP” means this Request for Proposal.

“Requesting Department” or **“RD”** means the department within IsDB that requests for the Services.

“Services” means the work to be performed as described in the Terms of Reference and pursuant to the Contract.

“Shortlisted Consultant” means the firms and/or joint ventures invited by this RFP for submitting proposals.

“SSS” means “Single Source Selection”.

“Sub-Consultant” means any person or entity with whom the Consultant associates for the execution of any part of the Services and for whom the Consultant is fully responsible.

"Terms of Reference" or "TOR" means the Section 7 of the RFP, which explains the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of ISDB and the Consultant, and expected results and deliverables of the Contract.

"Working Day" or **"WD"** means in the Terms of Reference (TOR) the day when the Consultant's services are required or means in the Consultant's invoices for payment the day the Consultant is required by the TOR to perform the services and the Consultant has done so.

SECTION 2 - INSTRUCTIONS TO CONSULTANTS

1. **Selection Method** - IsDB intends to select Consultant from those listed in the Letter of Invitation using QCBS for providing Services to the IsDB in accordance with the TOR in Section 7.
2. **Client** – The IsDB is the Client of the Services. The Requesting Department, the authorized representative of the IsDB and the contact details are indicated in the Data Sheet.
3. **Contract** - The Consultants are invited to submit Proposals for the Services. The Proposal will be the basis for contract negotiations. The Form of Contract is in Section 8.
4. **Reservation Clause** - Consultants shall bear all costs associated with the preparation and submission of their Proposals and contract negotiation, if selected. The IsDB is not bound to accept any proposal, and reserves the right to postpone or annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultants.
5. **Counterpart Support** - Where specified in the Data Sheet and at no cost to the Consultant, the IsDB shall provide the Counterpart Facilities for contract

implementation specified in the Data Sheet and make available relevant data and documents relevant to the Services.

6. **Conflict of Interest** – IsDB considers a conflict of interest to be a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance with IsDB's policies, rules and procedures, or applicable laws and regulations and that such conflict of interest may contribute to or constitute a prohibited practice under IsDB's Group Integrity Policy which is accessible at www.isdb.org.
7. **Conflicting Activities** - Without limitation on the generality of the foregoing, Consultants (including Sub-Consultants) shall not be recruited under the circumstances set below:
 - (a) Conflict between consulting activities and procurement of goods, works or services: Consultants that have been engaged by IsDB to provide goods, works or services for a project shall be disqualified from providing consulting services related to such project. Conversely, a Consultant hired to provide consulting services for the preparation of bidding documents shall be disqualified from subsequently providing goods, works or services resulting from or directly related to the consultant's services for such preparation.
 - (b) Conflict among consulting assignments: Consultants shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant. As an example, Consultants hired to implement a project shall not be hired again to conduct post evaluation of the same project.
 - (c) Relationship with IsDB staff: Consultants that have a business or family relationship with the IsDB staff member(s) who are directly or indirectly involved in any part of (i) the preparation of the TOR of the Contract, (ii) the recruitment process for such Contract, or (iii) supervision of such Contract may not be awarded a Contract, unless the conflict stemming from this relationship has

been resolved in a manner acceptable to IsDB throughout the recruitment process and the execution of the Contract.

8. **Disclosure of Conflict of Interest** - Consultants have an obligation to disclose any situation of actual or potential conflict of interest. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract.
9. **Anticorruption** - IsDB's Corporate Procurement Policy requires that all IsDB staff as well as Consultants under IsDB Contracts, observe the highest standard of ethics during the selection process and in execution of such Contracts. IsDB:
 - (a) will reject a proposal for award if it determines that the consultant recommended for award has directly, or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the Contract in question;
 - (b) will sanction a party, including declaring ineligible, either indefinitely or for a stated period of time, such party from participation in IsDB financed activities if it at any time determines that the consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, an IsDB financed contract; and
 - (d) will have the right to require consultants to permit IsDB or its representative to inspect their accounts and records and other documents relating to consultant selection and to the performance of the Contract and to have them audited by auditors appointed by IsDB.
10. **One Proposal** - Shortlisted Consultants, may only submit one Proposal. However, this does not limit the inclusion of Sub-Consultants in more than one Proposal. In each

proposal, alternative experts shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position in the Proposal.

11. **Validity** - The time period during which the Consultants' Proposals must remain valid from the deadline for the submission of Proposals is indicated in the Data Sheet. During this period, Consultants shall maintain the availability of their personnel nominated in the Proposal. The IsDB will make its best effort to complete negotiations within this period. Should the need arise, the IsDB may request Consultants to extend the validity period of Proposals. Consultants have the right to refuse to extend the validity of their Proposals.
12. **Eligibility** – The Consultant and all personnel proposed in the Consultant's Proposal must meet IsDB's eligibility requirements in accordance with IsDB's Corporate Procurement Policy. Details are in **Section 4 Eligibility Requirements**. Consultants must seek clarifications following instructions in 15 if the Consultants have any question on eligibility.
13. **IsDB Member Country Preference** – The Consultant should check the Data Sheet if any preference is to be given to consultants from IsDB member countries for this selection. If a preference is indicated in the Data Sheet, Section 5 shall contain evaluation criteria on how such preference will be applied in the evaluation.
14. **Registration in IsDB's Database for Consultants (SAP ARIBA)** – Consulting Firm to participate in the bidding process for the Services through SAP ARIBA Registration, a for contract award and has not previously registered in SAP ARIBA, it must complete the registration process in SAP ARIBA. before engaging in contract negotiations if they have not previously registered in the platform. Please find the link for the registration: <http://isdb.supplier.mn2.ariba.com/ad/selfRegistration/>

15. **Clarification of RFP-** Consultants may request a clarification of any contents of the RFP no later than seven days (7) before the deadline for the submission of Proposals. The request for clarification must be sent by email or fax to the the IsDB's authorized representative whose contact details are in Data Sheet. The IsDB will respond by email and/or fax. The response (including an explanation of the query but without identifying the source of inquiry) will also be sent by email and fax to all shortlisted Consultants except for cases where the query and answer involve company commercial information or personal information or information that is not appropriate for disclosure to a third party. Should the IsDB deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under 15.
16. **Amendment of RFP/Extension of Submission Deadline** - At any time before the deadline for the submission of Proposals, the IsDB may amend the RFP by issuing an addendum. The addendum will be sent to all shortlisted Consultants by e-mail and fax and will be binding on them. Consultants shall acknowledge receipt of all amendments through by email and/or fax. If the amendment is substantial, the IsDB may extend the deadline for the submission of Proposals in order to give Consultants reasonable time for taking the amendment into account in their Proposals. In any event, the IsDB can extend the deadline for the submission of Proposals at its discretion.
17. **Language** - The Proposal, as well as all related correspondences exchanged by the Consultants and the IsDB, shall be in Arabic, and/or English, and/or French.
18. **Compliance with RFP** - In preparing their respective Proposals, Consultants are expected to examine in detail the documents comprising the RFP. Consultants whose proposals do not meet the requirements of the RFP may fail to meet the minimum qualifying score as indicated in the Evaluation Criteria in Section 5.

- 19. Joint Venture** - For the purpose of submitting a proposal, a shortlisted Consultant may enhance its expertise for the assignment by forming a Joint Venture with non-shortlisted firms, in which case the Consultant and the Partners of the Joint Venture shall be jointly and severally liable under the Contract.
- a) In the event that the Consultant constitutes a Joint Venture, the Consultant shall submit (i) a copy of the Joint Venture Agreement with its Technical Proposal and (ii) a power of attorney (executed by all partners) that authorizes the designated Lead Partner of the Joint Venture to act for and on behalf of the Joint Venture and to legally bind such Joint Venture in any contractual or similar documentation. Any Joint Venture agreement and Joint Venture power of attorney shall be attached to the Technical Proposal of such Consultant.
 - b) No shortlisted Consultant (including any Joint Venture partner) can associate with another shortlisted Consultant, and every Full-Time Employee of a shortlisted Consultant is not eligible to participate as an associate or Sub-Consultant of another Consultant shortlisted for the Assignment.
 - c) A shortlisted Consultant, in the case of a Joint Venture or an association (i.e., lead firm and sub-consultants), may add additional partners or associates/sub-consultants, subject to the restrictions in (ii) above, in its Proposal to broaden its range of expertise and experience.
 - d) The Joint Venture Agreement shall identify the Lead Partner. All Partners in a Joint Venture shall sign the Proposal unless the Lead Partner is nominated to do so in the power of attorney.
- 20. Proof of Status** - Prior to contract negotiations, the selected Consultant will be required to update or confirm its legal status as registered in the DICON. The proof of the legal status that should be entered into DICON may include certificate of incorporation (or registration, in the case of a partnership or joint venture) or any

document required by the commercial laws of the relevant country establishing the Consultant's status to conduct or transact business as a legal entity.

21. Technical Proposal

- a) The Consultants are required to submit a Technical Proposal. The Technical Proposal shall provide the information required in the Technical Forms provided in Section 6.
- b) The Consultants must submit one CV for each and every position of key personnel as indicated in the Technical Proposal Evaluation Summary Sheet in Section 5. Proposals which do not comply with this requirement may be rejected.
- c) Should the Consultant wish to propose different number and combination of positions, it may do so by including a section named "Adjusted Team Composition" in its Proposal and attach the relevant CVs to this Section. Justifications must be provided if the adjusted team composition is proposed. The Client may consider this adjusted team composition after the Firm is selected based on the evaluation of its Proposal that complies with the original requirement in 21. a).

22. **No price in Technical Proposal** - The Technical Proposal shall not include any financial information. A Technical Proposal containing financial details will be declared non-responsive.

23. **Financial Proposals** - The Consultants are required to prepare the Financial Proposal using the Financial Forms provided in Section 6. All activities and items described in the Technical Proposal must be priced in the Financial Proposal. For non-remuneration (e.g. out-of-pocket) related omissions, any activities or items described

in the Technical Proposal but not priced, shall be assumed to have been included in the prices of other activities or items provided for in the Financial Proposal.

24. **Maximum budget** – Consultants must check Data Sheet whether there is an indication of maximum budget. If a maximum budget is indicated, Consultant must prepare financial proposal within the maximum budget. Proposals with a total price, inclusive of provisional sums and contingency when applicable, exceeding the maximum budget may be rejected.
25. **Currencies** - Consultants may express the price of their services in any fully convertible currency of an IsDB member country, singly or in combination. The same currency/currencies shall be used in the Contract for payment if the Consultant is awarded a Contract.
26. **Exchange Rates** – For evaluation purposes, all currencies in the financial proposals will be converted into US Dollars using the exchange rates prevailing on the Proposal Submission Date. The source of the exchange rate data is indicated in the Data Sheet.
27. **Submission of Proposals**
 - a) An authorized representative of the Consultant will sign the Technical Proposal Submission Letter and the Financial Proposal Submission Letter separately in the format provided in Section 6. The authorization shall be in the form of a written power of attorney accompanying each of the two separate Letters demonstrating that the representative has been duly authorized to sign. An authorized representative of the Consultants shall also initial all pages of the Financial Proposals.
 - b) The Technical Proposal shall be submitted in one (1) original and three (3) copies and should be marked “Original” or “Copy” as appropriate.

- c) The Financial Proposal shall be submitted in one (1) original and should be marked "Original".
- d) If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.
- e) The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal" followed by the name of the assignment.
- f) The original Financial Proposal shall be placed in a sealed envelope clearly marked "Financial Proposal" followed by the name of the assignment.
- g) The two envelopes containing the Technical and Financial Proposals separately shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address, reference number and name of the assignment, and be clearly marked **"Do Not Open, Except in Presence of the Official Appointed, Before [insert the time and date of the submission deadline indicated in the Data Sheet]"**. The IsDB shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be cause for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.
- h) The Proposals must be sent to the IsDB's authorized representative's physical address indicated in the Data Sheet and received by the IsDB at the specified address no later than the time and the date indicated in the Data Sheet, or any extension to this date in accordance with 16. Any proposal received by the IsDB after the deadline for submission shall be returned unopened.
- i) The IsDB shall open the Technical Proposal immediately after the deadline for their submission. The envelopes with the Financial Proposal shall remain sealed and securely stored.

28. **No Influence on Evaluation** - From the deadline for the submission of Proposals to the time the Contract is awarded, the Consultants should not contact the IsDB on any matter related to the Proposal. Any effort by Consultants to influence the IsDB in the evaluation and recommendation for award of Contract will result in the rejection of the Proposal.
29. **Evaluation of Technical Proposals** - The IsDB shall evaluate the Technical Proposals on the basis of their responsiveness to the TOR, applying the evaluation criteria, specified in Section 5. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to a mandatory requirement of the RFP or if it fails to achieve the minimum qualifying technical score of as indicated in Section 5.
30. **Notification of Technical Evaluation Results** - After the technical evaluation is completed, the IsDB shall notify those Consultants whose Proposals did not meet the minimum qualifying technical score or were considered non-responsive to the RFP, indicating that their Financial Proposals will be returned unopened after completing the selection process.
31. **Opening of Financial Proposals** – Financial Proposals shall be opened by the Consultant Selection Panel in the presence of a representative from IsDB's Group Internal Audit Department.
32. **Evaluation of Financial Proposals** - The IsDB will review the detailed content of a Financial Proposal. Financial Proposals will be reviewed to ensure they are complete (i.e. whether Consultants have priced all items of the corresponding Technical Proposal). For material omissions in remuneration, the IsDB will price them by application of the highest unit cost and quantity of the omitted item as provided in

the other Financial Proposals and add their cost to the offered price and correct any arithmetical errors. If less than the prescribed minimum person months inputs are provided, the IsDB will increase the cost of the Proposal by applying the highest remuneration rate for the personnel, as the case may be, set out in the Proposal. When correcting computational errors, in case of discrepancy between a partial amount and the total amount the partial amount shall prevail; in case of discrepancy between words and figures, the words shall prevail. The evaluated total price (ETP) for each Financial Proposal will be determined. The ETP excludes non-competitive components (i.e. contingencies and provisional sums). The ETP will be converted to US dollars in accordance with Para 26 of this Section.

- (a) To allow comparison on a common basis, each Financial Proposal will be carefully scrutinized and an ETP in US dollars will be determined. The lowest evaluated Financial Proposal will receive the maximum score of 100 Points. The score for each other Financial Proposal is inversely proportional to its ETP and will be computed as follows:

$$S_f = 100 \times F_m / F$$

Where: S_f is the financial score of the Financial Proposal being evaluated,
 F_m is the ETP of the lowest priced Financial Proposal,
 F is the ETP of the Financial Proposal under consideration.

- (b) Following completion of evaluation of Technical and Financial Proposals, final ranking of the Proposals will be determined. The final ranking will be in a descending order of the combined total scores of each set of Technical and Financial Proposals. The total score is computed as follows:

$$S = W_t \times S_t + W_f \times S_f$$

Where:

S is the combined total score,
 W_t is the weight of the technical score as indicated in Para 2 Section 5 Evaluation Criteria,
 S_t is the technical score,

Wf is the weight of the financial score as indicated in Para 2 Section 5 Evaluation Criteria,
Sf is the financial score,

- (c) The first-ranked Consultants (with the highest total combined score) will be invited to contract negotiations.

33. **Negotiations** – Unless otherwise indicated in the invitation to contract negotiations, the negotiations will be held at the date and address indicated in the Data Sheet or through correspondence. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm by email or fax availability and DACON registration of all experts named in its Proposal. Failure in satisfying such requirements may result in the IsDB proceeding to initiate the negotiation process with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.
34. **Technical Negotiations** - Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan and schedule, organization and Personnel, and any suggestions made by the Consultant to improve the TOR. The IsDB and the Consultant will finalize the TOR, Personnel schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Scope of Services/TOR." Special attention will be paid to clearly defining the Consultancy Inputs and facilities required from the IsDB to ensure satisfactory implementation of the assignment.
35. **Financial Negotiations** - The financial negotiations will generally fine-tune the duration of the Consultancy Inputs, and the quantities of out-of-pocket expenditure items may be increased or decreased from the relevant amounts shown or otherwise agreed in the Financial Proposal. The details of an expert's remuneration and specific

unit rates for out-of-pocket expenditures will not be subject to negotiations unless there is a budget constraint.

36. **Availability of Personnel** - Having selected the Consultant on the basis of, among other things, an evaluation of proposed Personnel, the IsDB expects to negotiate a Contract on the basis of the Personnel named in the Proposal. Before contract negotiations commence, the IsDB will require written assurances that the Personnel will be actually available. The IsDB will not consider substitutions prior to or during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. The IsDB may also request the replacement of any expert nominated by the invited firm who received a rating below 70% (average) or is deemed to be unsuitable for a proposed position. In the event that the IsDB requests a replacement, such replacement shall not have a unit rate exceeding the remuneration proposed for the original candidate by the firm in its Financial Proposal. Any proposed replacement shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate. Failure to meet either of these requirements may result in disqualification.
37. **Conclusion of the negotiations** - Negotiations will conclude with a review of the draft Contract. To complete negotiations, the IsDB and the Consultant will sign the agreed Contract. If negotiations fail, the IsDB will invite the Consultant whose Proposal received the second highest score to negotiate a Contract.
38. **Award of Contract and Commencement of Services**- After completing negotiations, the IsDB will award the Contract to the selected Consultant and notify the other Consultants who were unsuccessful of such result. The Consultant is expected to commence the Services on the date and at the location specified in the Data Sheet unless otherwise notified by IsDB in the Notice to Proceed.

39. **Debriefing** - Consultants who were not awarded the Contract may request a debriefing from the IsDB within seven (7) days after receiving a regret letter from the IsDB, with respect to their respective Proposals.
40. **Confidentiality** - Information relating to the evaluation of Proposals and recommendations concerning award shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process until the publication of award of contract, except for the information explicitly permitted in this ITB.

SECTION 3 - DATA SHEET

Reference Clauses in Section 3	Subject	Specifics for this RFP
1	Selection Method	QCBS 80/20
2	Client	Islamic Development Bank Administrative Service Department
3	Client's Authorized Representative	[Ebad Lodhi] Cooperate Proc Dept
3	Client's Authorized Representative Physical Address	8111 King Khalid St. Al Nuzlah Al Yamania Dist. Unit No. 1 Jeddah 22332-2444 Kingdom of Saudi Arabia
3	Client's Authorized Representative telecommunication and electronic mail	elodhi@isdb.org
4	Deadline for Submission	16 th March 2024
5	Counterpart Support	General - BCC2024-008 - Hiring Consultant_s_ for a _Benchmarking Study_ - IsDBI 564be90a.isdb.org@emea.teams.ms
11	Proposal Submission Designated email address	Proposal Submission - BCC2024-008 - Hiring Consultant_s_ for a _Benchmarking Study_ - IsDBI 3e8f5888.isdb.org@emea.teams.ms
13	Validity	90 days

SECTION 4 – ELIG

IBILITY REQUIREMENTS

1. General Eligibility Requirements

- 1.1 The IsDB has no restrictions on the source of its corporate procurement provided such sources comply with the Boycott Regulations of the Organization of Islamic Conference, the League of Arab States and the African Union.
- 1.2 A consultant or consulting firm that is on any IsDB sanction or suspension list due to misconduct, administrative actions, integrity violations, poor performance or on any recognized terrorism list shall be ineligible for IsDB corporate procurement contract.

2. Specific Eligibility Requirements for Consultants

- 2.1. IsDB prefers to hire consultants from Member Countries. When such preference is to be applied in selecting consultants, the invitation for expression of interest and/or the request for proposals shall define how such preference will be applied in the selection process.
- 2.2. Consultants must be competent and qualified for the work they are hired to perform.
- 2.3. Consultants must be medically fit for their assignments, including any travel.
- 2.4. There shall be generally a six-month “cooling period” after an IsDB staff or a member of IsDB Board of Executive Directors has retired or resigned from IsDB before the person can be hired as consultant by IsDB.
- 2.5. Human Resources Management Department (HRMD) clears proposals to engage former Bank personnel for the first time as consultants to be contracted by the Bank.

- 2.6. Former Bank personnel normally shall not be contracted by Bank as consultant for an assignment longer than six (6) months.
- 2.7. Former Bank personnel whose employments with the Bank were terminated due to disciplinary actions shall be ineligible for being hired as consultant by the Bank.
- 2.8. There are generally no restrictions on hiring spouse, close relatives of Bank personnel as consultant provided that the consultant is not hired for an assignment in the same department of, or supervised directly or indirectly, by the consultant's spouse or close relative. Close relative is defined as close relatives as son, daughter, stepson, stepdaughter, adopted son, adopted daughter, mother, father, brother, sister, niece, nephew, grandmother, grandfather, granddaughter, grandson, aunt, uncle, cousin, stepmother, stepfather, stepsister, stepbrother, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law.
- 2.9. Close relatives of consultants currently engaged by the Bank may not work as consultants if such engagement creates an actual or potential conflict of interest situation.
- 2.10. Civil servants (public sector employees working for a government department or agency) may only be hired under consulting service contracts with the Bank, either as individuals or as team members of a consulting firm, if they are on leave of absence without pay, and are duly authorized to work under an IsDB consulting service contract and their employment would not create a conflict of interest. A letter from the candidate's agency may be required to certify that these requirements are met. Once engaged by IsDB as consultant, such individuals shall serve in their own capacity and shall not represent any government organization or any entity external to IsDB.
- 2.11. A consultant who is currently contracted by the Bank on a full-time assignment must not work as a consultant, resource person or service provider for another Bank financed contract, and for any other employer or project. A consultant who is currently engaged on an intermittent assignment for the Bank is allowed to work on another intermittent assignment, provided that the user-departments concerned are convinced that there would be no overlapping in working days and no conflict in time schedule and no conflict of interest between the assignments in question.

SECTION 5 - EVALUATION CRITERIA

[Instructions to Requesting Department staff:

All numbers provided in the templates in this section are indicative and may be adjusted based on the specific requirements for each assignment in accordance with the TOR. For more details instructions, please consult RPC7.3]

1. Technical Evaluation Criteria

1.1 Technical Proposal Evaluation Summary Sheet - Each consulting firm submitting proposal shall be evaluated based on the criteria specified in the table below.

Evaluation Criteria	Max. Weight	Firm 1		Firm 2		Firm 3		Firm 4		Firm 5		Firm 6	
		Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
A. Firm's Qualification	10												
a. Experience in similar Projects	5												
b. Experience in similar Geographic Areas	5												
B. Methodology and Work Program	30												
a. Understanding of Objectives	3												
b. Quality of Methodology	10												
c. Innovativeness/Comments on TOR	5												
d. Work program	5												
e. Personal Schedule	5												
g. Proposal Presentation	2												
C. Qualifications of Key Personnel	50												
a. Team Leadership *	10												
b. Team Member 1 Nominated as Team Leader	10												
c. Team Member 2	5												
d. Team Member 3	5												
e. Team Member 4	5												
f. Team Member 5	5												
g. Team Member 6	5												
h. Team Member 7	5												

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D. Transfer of Knowledge/Training	10													
Total	100													
Rating : Excellent 95%-100% Very Good 90%-94% Above Average 80%- 89% Average 70%-79% , Below Average <70%, Non-Complying 0% Score : Maximum Weight x Rating /100 <i>* The Team Leader must be expert</i>														

1.2 Personnel **Evaluation Sheet** - Each member of key personnel proposed by each consulting firm shall be evaluated based on the criteria specified in the table below.

Position/Area of Expertise		Name	General Qualification		Specific Experience s Relevant to TOR		Experience in the Region		Language		Total
			20%		60%		15%		5%		
			Rating	Score	Rating	Score	Rating	Score	Rating	Score	
a.	Team Leadership *										
b.	Team Member 1 Nominated as Team Leader										
c.	Team Member 2										
d.	Team Member 3										
e.	Team Member 4										
f.	Team Member 5										
g.	Team Member 6										
h.	Team Member 7										
Rating : Excellent 95%-100% Very Good 90%-94% Above Average 80%- 89% Average 70%-79% , Below Average <70%, Non-Complying 0%											
Score : Rating x percentage assign*											
<i>* The Team Leader must be expert</i>											

1.3 Minimum Qualifying Technical Score: 75

2. Weight Distribution in Final Score:

2.1 Technical Proposal: 80%

2.2 Financial Proposal: 20%

3. IsDB Member Country Preference

[Instructions to Requesting Department staff:

If Data Sheet ITC13 indicates that IsDB Member Country Preference is to be applied for this selection, detailed criteria and formula of such preference must be clearly defined here].

SECTION 6 - STANDARD FORMS FOR PROPOSAL SUBMISSION

[Instructions to Consultants: Comments in brackets [] provide guidance to the shortlisted Consultants for the preparation of their Technical Proposals; they should not appear on the Technical Proposals to be submitted.]

6.1 Standard Forms for Technical Proposals

TECH-1 Technical Proposal Submission Form

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- TECH-2 Consultant's Organization and Experience
- TECH-3 Description of the Approach, Methodology and Work Plan
- TECH-4 Curriculum Vitae (CV) for Proposed Professional Experts
- TECH-5 Personnel Schedule
- TECH-6 Work Schedule

6.2 Standard Forms for Financial Proposals

- FIN-1 Financial Proposal Submission Form
- FIN-2 Summary of Financial Proposal
- FIN-3 Remuneration
- FIN-4 Other Expenses

Form TECH-1 Technical Proposal Submission Form

[Location, Date]

To: [Name and address of IsDB]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposal dated *[Insert Date]* and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We are submitting our Proposal in association with_____/as a Joint Venture: *[Insert a list with full name and address of each joint venture partner or associated firm]*.¹ Attached is the following documentation: *[Joint Venture Agreement or letters of association]*²

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

Our technical and financial proposals shall remain valid for the period as defined in the Data Sheet of your Request for Proposal. If negotiations are held during the validity period, we undertake to negotiate on the basis of the proposed personnel. Our Proposal is binding upon us and subject to the modifications resulting from contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Clause Reference 37 of the Data Sheet.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

¹ *[Delete in case no association or Joint Venture is proposed.]*

² The relevant agreement must identify the lead Joint Venture partner or associate and specify the lead firm's authority to sign for, and on behalf of, the Joint Venture or association. For Joint Ventures, the Joint Venture agreement must include an undertaking of joint and several liability by each Joint Venture partner

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Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Address: _____



البنك الإسلامي للتنمية
Islamic Development Bank

Form TECH-2 Consultant's Organization and Experience

1. Consultant's Organization

[Provide here a brief (not more than two pages) description of the background and organization of the Consultant (including associate firms) and, if applicable, Sub-Consultant and each joint venture partner for this assignment.]

2. Consultant's Experience

[Using the format below, provide information on each assignment for which your firm, and each associated firm or joint venture partner for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an joint venture for carrying out consulting services similar to the ones requested under this assignment. Please include not more than 10 of the most recently completed assignments.]

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of IsDB:	Total N° of person-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro):
Start date (month/year): Completion date (month/year):	N° of professional person-months provided by the associated firms or joint venture partners or the Sub-Consultants:
Name of Joint venture partner, if any:	Name of senior regular full-time employees of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided in the assignment:	

Firm's Name: _____

Form TECH- 3 Description of Approach, Methodology and Work Plan for Performing the Assignment

[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal in the following three chapters:

1) Technical Approach and Methodology

[In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.]

2) Work Plan

[In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones, and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-7.

3) Organization and Personnel

[In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support personnel. You shall also specify if you will be the lead firm in a joint venture. For joint ventures, you must attach a copy of the relevant agreement.]

Form TECH- 4 Curriculum Vitae (CV) for Proposed International or National Experts

1. **Proposed Position** *[only one candidate shall be nominated for each position]*: _____
2. **Name of Firm** *[Insert name of firm proposing the expert]*: _____

3. **Name of Expert** *[Insert full name]*: _____
4. **Date of Birth**: _____ **Citizenship**: _____
5. **Education** *[Indicate college/university and other specialized education of expert, giving names of institutions, degrees obtained, and dates of obtainment]*: _____

6. **Membership in Professional Associations**: _____

7. **Other Trainings** *[Indicate significant training since degrees under 5 - Education were obtained]*: _____

8. **Countries of Work Experience**: *[List countries where expert has worked in the last ten years]*: _____

9. **Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]*: _____

10. Employment Record *[Starting with present position, list in reverse order every employment held by expert since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]*

FROM [YEAR]: _____ To [YEAR]: _____

Employer: _____

POSITIONS HELD: _____

<p>11. DETAILED TASKS ASSIGNED</p> <p><i>[LIST ALL TASKS TO BE PERFORMED UNDER THIS ASSIGNMENT]</i></p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p><i>[Among the assignments in which the expert has been involved, indicate the following information for those assignments that best illustrate the expert's capability to handle the tasks listed in line 11.]</i></p> <p>Name of assignment or project: _____</p> <p>Year: _____</p> <p>Location: _____</p> <p>IsDB: _____</p> <p>Main project features: _____</p> <p>Positions held: _____</p> <p>Activities performed: _____</p>
--	--

13. Certification:

I, the undersigned, certify to the best of my knowledge and belief that

- (i) this CV correctly describes my qualifications and my experience;
- (ii) I am not a close relative* of a current IsDB staff member;
- (iii) In the absence of medical incapacity, I will undertake this assignment for the duration and in terms of the inputs specified for me in the Personnel Schedule in Form TECH-5 provided team mobilization takes place within the validity of this proposal or any agreed extension thereof;
- (iv) I am committed to undertake the assignment within the validity of Proposal;
- (v) I am not sanctioned (ineligible for engagement) by IsDB.

I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _____

[Signature of expert or authorized representative of the firm]³ Day/Month/Year

Full name of authorized representative: _____

* 'Close relative' for this purpose is defined in Section 4 of this RFP.

³ This CV can be signed by a senior representative of the Consultant provided that if the Consultant's proposal is ranked first, a copy of the CV signed by the expert and/or specialist must be submitted to the IsDB prior to the commencement of contract negotiations.

Form TECH- 5 Personnel Schedule

	Name of Team member /Position	Team Members input (in the form of a bar chart)													Total person-month/weeks input
		1	2	3	4	5	6	7	8	9	10	11	12	n	Total
1	Assignment Location														
2	Assignment Location														
3	Assignment Location														
	Assignment Location														
n	Assignment Location														
Total															

Form TECH-6 Work Schedule

[illegible]

n															

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as IsDB approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.

Form FIN-1 Financial Proposal Submission Form

[Location, Date]

To: [Name and address of IsDB]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal indicated in Clause Reference 11 of the Data Sheet.

If negotiations are held during the validity of the proposal, we confirm availability of our team of proposed personnel. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations.

We undertake, if our proposal is accepted, to initiate the consulting services for the services by the date indicated in Clause Reference 38 of the Data Sheet.

We hereby certify on behalf of the Consultant and myself that information provided in the Technical and Financial Proposals (collectively "Proposals") submitted by us for the Services is true, correct and accurate to the best of our knowledge and belief. We further certify that we have not taken any action which is or constitutes a corrupt, fraudulent, collusive or coercive practice and is not subject to any conflict of interest as defined in your RFP; and we agree to allow the IsDB, at its option, to inspect and audit all accounts, related documents, and records relating to the Proposals and, if we are engaged, to the ensuing contract.

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We certify that neither the Consultant (including any associate firm) nor any Sub-Consultant or Joint Venture Partner, or expert nominated in these Proposals has been sanctioned by the IsDB.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

For and on behalf of: _____ [Name of Firm]

Address: _____

FIN-2: Summary of Financial Proposal

Item	Amount		
	Currency 1	Currency 2	Currency 3
Remuneration			
Other Expenses			
Total			

FIN-3: Remuneration

Team Leader	Regular Employee of The Firm (Y/N)	Currency	Remuneration Rate per working day	Inputs in working days	Subtotal Remuneration for the assignment
Team Leader					
Team Member 1					
Team Member 2					
Team Member 3					
.....					
Team Member N					
Total					

FIN-4: Other Expenses

Item	Unit	Currency	Unit Cost	Qty	Subtotal
Per Diem (daily subsistence allowance) ¹					
Air Travel ²					
[Other Expenses, if any]					
1 Covering cost for lodging, meals, local transportation, and other misc. Expenses for work outside the team member's home office or permanent residency 2 Via most direct route					

SECTION 7 - TERMS OF REFERENCE

Commented [ME1]: IsDBI will follow output base ToR

The Islamic Development Bank Institute (IsDBI) is a knowledge organization dedicated to innovative solutions to economic challenges facing Member Countries and communities within the framework of Islamic economics and finance.

7.1. Assignment Objectives: The overarching objective of this study is to conduct a comprehensive assessment of the Islamic Development Bank Institute (IsDBI) with the primary purpose of identifying and prioritizing opportunities for strategic enhancement and operational efficiency.

At present, the IsDB Institute is actively looking to appoint a consultant to carry out an extensive benchmarking study with comparable organizations, including for example:

- Multilateral Development Institutes
- Industry-Oriented R&D Centers
- Financial Innovation Labs or Hubs
- Policy Institutes & Think Tanks

7.2. Project Background: The IsDBI, a leading institution within the Islamic finance landscape, is seeking a qualified and experienced consultant to conduct an extensive benchmarking study. This study will play a crucial role in identifying opportunities for strategic enhancement and operational efficiency improvement within the Institute.

7.3. Scope of Services:

- **Strategic and Operational Analysis of IsDBI:** Execute comprehensive desk research and data gathering to gain an in-depth understanding of IsDBI's value proposition, strategic framework, and operational model, encompassing its vision, mission, objectives, achievements, and work programs.
- **Stakeholders Analysis and Engagement:** Implement stakeholders & clients' analysis (internal and external) through surveys and interviews to gather insights and perspectives relevant to the benchmarking objectives.
- **Benchmarking Analysis:**
 - Identify for each strategic objective(s) or function(s) of the IsDB Institute the relevant entities or organizations for benchmarking.

- Examine the synergy potential of these functions within IsDB Institute compared with relevant benchmarks.

- **Gap Analysis:**

- Conduct a comprehensive gap analysis based on the identified benchmarks.
- Identify areas of enhancement and improvement of the Institute.
- Provide a feasibility assessment of the proposed enhancements.

- **Recommendation Report and Strategic Framework:** Synthesize findings into a comprehensive report, offering recommendations and a strategic framework for future operations. This report should also include an implementation roadmap for proposed strategies.

7.4. Key Expertise Required for the Team:

Team Leader/ Project Manager: 10+ Years in strategic analysis and benchmarking, particularly in the context of relevant institutions and industries. **Minimum Requirements:** Master's degree in economics, finance or business management.

To maximize the value delivered through this consultancy project, the project manager is empowered to engage subject matter experts and independent peer reviewers with extensive experience in the MDB line of business:

- **Subject Matter Expertise:** By collaborating with recognized subject matter experts, the project gains access to deep industry knowledge, specialized insights, and proven best practices. This enhances the credibility and depth of the deliverables, ensuring they are grounded in the realities of the MDB landscape.
- **Peer Review:** Incorporating independent peer review provides an additional layer of quality assurance. Experienced professionals can offer constructive feedback and valuable critiques, further refining the recommendations and ensuring their effectiveness.

This approach demonstrates the project's commitment to excellence and its dedication to exceeding expectations. By harnessing the collective expertise of the project manager, subject matter experts, and peer reviewers, the consultancy will deliver exceptionally well-rounded and impactful results that significantly benefit the IsDB Institute.

It is crucial to note that the engagement of subject matter experts and peer reviewers will be conducted within budgetary constraints and subject to approval by the IsDB Institute's Corporate Performance Team.

All experts should possess excellent English language communication skills.

7.5. Duration of the Assignment:

This consultancy project will offer comprehensive and uninterrupted support for a dedicated period of 120 days. This timeframe encompasses weekends, ensuring continuity and focus throughout the engagement.

7.6. Location of Assignment:

This consultancy project will leverage the efficiency of online collaboration, providing uninterrupted access to expertise regardless of location. Utilizing desktop research will grant immediate access to a vast information landscape, facilitating rapid analysis and insightful recommendations.

However, recognizing the value of in-person interaction, the Islamic Development Bank (IsDB) Institute retains the flexibility to invite the consultant to Jeddah, should the need arise for deeper collaboration or nuanced discussions. This hybrid approach ensures optimal project execution, combining the convenience of online work with the potential for face-to-face engagement when deemed crucial.

7.7. Estimated Total Inputs Required (by working days) for the Team:

The 120-day consultancy engagement with the IsDB Institute will culminate in the delivery of three comprehensive reports, meticulously crafted to provide actionable insights and a clear roadmap for success:

- 1. Benchmarking Analysis Report:** This report will unveil industry best practices through a rigorous comparative analysis of relevant organizations. It will identify strengths, weaknesses, opportunities, and threats (SWOT), enabling the IsDB Institute to position itself competitively within the landscape.
- 2. Stakeholders & Clients Analysis Report:** This report will offer a deep understanding of the IsDB Institute's stakeholder ecosystem, encompassing both internal and external stakeholders. It will delve into their needs, expectations, and potential areas of collaboration, fostering stronger relationships and enhanced value delivery.
- 3. Gap Analysis & Recommendations Report:** This report will bridge the identified gaps between the IsDB Institute's current state and its desired future state. It will provide specific,

actionable recommendations tailored to optimize performance, address challenges, and seize opportunities for growth and impact.

7.8. Team's Output Requirements: These reports will be delivered in a clear, concise, and visually appealing format, accompanied by executive summaries for efficient information dissemination. The consultant will also be available to present the findings and engage in discussions to ensure a thorough understanding and facilitate the effective implementation of the recommendations.

This comprehensive approach goes beyond simply delivering reports. It provides the IsDB Institute with a valuable knowledge base and a strategic roadmap for achieving its long-term objectives.

7.9. The Team's Work Schedule (deliverables, milestones, etc.):

#	Deliverable	First Draft	Final Draft	Clearance
1	Benchmarking Analysis Report	2-Jun-2024	3-Jul-2024	10-Jul-2024
2	Stakeholders & Clients Analysis Report	9-Jun-2024	10-Jul-2024	17-Jul-2024
3	Gap Analysis & Recommendations Report	16-Jun-2024	17-Jul-2024	24-Jul-2024

7.10. Assignment Supervision Arrangement/Reporting Requirements: To ensure optimal project visibility and collaborative success, the IsDB Institute's Corporate Performance Team (CPT) will be prominently involved:

- **Dedicated Project Lead:** The IsDB Institute will designate a dedicated point of contact within the CPT who will act as the primary liaison for the consultant. This fosters clear communication and efficient project management.
- **Regular Status Updates:** The consultant will submit periodic progress reports to the CPT, detailing their achievements, findings, and upcoming action items. These updates enable the CPT to stay informed and provide valuable feedback.
- **Collaborative Problem-solving:** The CPT can offer insights and guidance, facilitating collaborative problem-solving and course correction if necessary.
- **Early Intervention:** Proactive review of progress reports allows for early identification of potential roadblocks and facilitates timely adjustments to ensure project success.

- **Clearance Process:** Final deliverables, such as reports and recommendations, will be submitted to the CPT for review and clearance before dissemination. This ensures alignment with the IsDBI's strategic objectives and adherence to quality standards.

This structured approach fosters open communication, transparency, and collaborative decision-making, ultimately leading to the successful completion of the project and the delivery of impactful results.

SECTION 8 - GENERAL CONDITIONS OF AGREEMENT

[Guidance Note to the Requesting Department: For preparing a suitable contract for your consultant, please use the standard General Conditions of Agreement provided in Part III of this User's Guide based on the selection method identified in the BCC.]

SECTION 9 - CONSULTANCY SERVICES AGREEMENT (PARTICULAR CONDITIONS OF AGREEMENT)

[Guidance Note to the Requesting Department: For preparing a suitable contract for your consultant, please use the standard General Conditions of Agreement provided in Part III of this User's Guide based on the selection method identified in the BCC.]