



Invitation For Bid (IFB)

Leadership Assessment Services for IsDB Existing and Potential Managerial Staff.

Islamic Development Bank HQ

December 2024

Invitation for Bid (IFB)

Dear Sir/Madam,

The Islamic Development Bank (IsDB), hereafter referred to as the “Purchaser”, would like to invite bids following IsDB’s Limited Bidding procurement procedure from eligible and qualified bidders for the Goods, Works and Services covered under the scope of this assignment. Hereafter will be referred to as the “Goods or Professional Services”. This invitation is not transferable to another bidder.

The bidding document, apart from this letter of Invitation for Bid (IFB), has the following sections.

Section I.	Instructions to Bidders (ITB)
Section II.	Eligibility Criteria and Definition of Integrity Violations
Section III.	Evaluation and Qualification Criteria (EQC)
Section IV.	Purchaser’s Requirements (Included in ToR)
Section V.	Bidding Forms (not applicable)
Appendix-1	Terms of Reference (ToR)

The eligibility requirements for the bidders are in Section II.

The minimum qualification requirements for the bidders are highlighted in sec I

The scope of the bidding shall be covered in detail in the attached ToR

The deadline for submitting bids shall be at 3:00 PM Jeddah, KSA time **February 8th,**

2025

Bids submission:

Bidder shall submit their Technical and Commercial proposals separately electronically sealed with passwords shared to the dedicated email addresses listed below:

Proposal Submission: af0fadb6.isdb.org@emea.teams.ms

Passwords shall be submitted separately by email to: ABahaj@isdb.org

For any technical questions or clarification please contact us:
85414754.isdb.org@emea.teams.ms

** IsDB will not respond to any questions or inquiries received within the last 10 days of submission period.*

SECTION I. INSTRUCTIONS TO BIDDERS (ITB)

1. General

- 1.1. These instructions and all other sections of this Bidding Document as indicated in the Invitation for Bid should be read in conjunction with the Invitation for Bid (IFB) and any Addenda issued in accordance with ITB 7.
- 1.2. The Bidder is expected to examine all instructions, forms, terms, and specifications in the Bidding Document. Failure to furnish all information or documentation required by the Bidding Document may result in the rejection of the Bid.
- 1.3. The following terms are defined for the purpose of this bidding:
- 1.4. **"The Purchaser"** means the Islamic Development Bank or IsDB.
- 1.5. **"Day"** means calendar day unless otherwise specified.
- 1.6. **"Delivery Site"** is the location where the Professional Services will be delivered.
- 1.7. **"In-sourcing"** (secondment): provide professionally competent, experienced and subject matter expert staff upon IAD request, as needed. The assigned professional shall be working under the IAD's staff supervision to deliver.
- 1.8. **"Co-sourcing"**: provide internal audit services (end-to-end audit cycle) on a co-sourcing basis, as and when needed, for any of the Bank's Business, Operational or Support areas.
- 1.9. **"Delivery Site"** is the location where the professional services will be provided (e.g. IsDB headquarters, IsDB Regional Hubs or offices, or any other place required by the assignments).

2. Scope of Bidding

- 2.1. The scope of the bidding is indicated in the IFB.
- 2.2. If multiple workstreams are indicated in Section IV (Purchaser's Requirement) and if the IFB permits the Bidder not to quote for all workstreams, the Bidder may quote prices for any or all workstreams.
- 2.3. If the IFB requires the Bidder to quote price(s) for all workstreams, the Bidder must quote for all workstreams otherwise the Bid may be rejected.

3. Eligible Bidders

- 3.1. A Bidder must meet the eligibility requirements in Section II.

3.2. A Bidder may be a natural person, private entity, government-owned entity or any combination of them with a formal intent to enter into an agreement or under an existing agreement in the form of a Joint Venture (JV). In the case of a JV:

- a) all parties to the JV shall be jointly and severally liable; and
- b) a JV shall nominate a Representative who shall have the authority to conduct all businesses for and on behalf of any and all the parties of the JV during the bidding process and, in the event the JV is awarded the Contract, during contract execution.

4. Eligible Goods and Related Services

Not Applicable

5. Anticorruption

5.1. IsDB's Anticorruption Policy requires IsDB staff, as well as bidders, suppliers, and Suppliers under IsDB-financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts. IsDB will reject a bid if it determines that the Bidder has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices or other integrity violations in competing for the Contract. Definitions of such violations are in Section II.

6. Clarification of Bidding Document

6.1. A prospective Bidder requiring any clarification of the Bidding Document shall contact the Purchaser's Representative at the address provided in the IFB. The Purchaser will respond in writing to any request for clarification, provided that such request is received with sufficient time for the Purchaser to respond prior to the deadline for submission of Bids. The Purchaser shall forward copies of its response to all Bidders who have acquired bid document directly from the IsDB, including a description of the inquiry but without identifying its source. Should the Purchaser deem it necessary to amend the Bidding Document as a result of a clarification, it shall do so following the procedure under ITB 7 and 22.2. The Purchaser has no obligation to respond to all requests for clarifications.

7. Amendment of Bidding Document

- 7.1. At any time prior to the deadline for submission of the Bids, the Purchaser may amend the Bidding Document by issuing addenda.
- 7.2. Any addendum issued shall be part of the Bidding Document and shall be communicated in writing to all who have obtained the Bidding Document directly from the Purchaser.
- 7.3. To give prospective Bidders reasonable time in which to take an addendum into account in preparing their Bids, the Purchaser may, at its discretion, extend the deadline for the submission of the Bids, pursuant to ITB 22.2.

8. Cost of Bidding

- 8.1. The Bidder shall bear all costs associated with the preparation and submission of its Bid regardless of the outcome of the bidding process.

9. Language of Bid

- 9.1. The Bid, as well as all correspondence and documents relating to the Bid exchanged by the Bidder and the Purchaser, shall be in English. Supporting documents and printed literature that are part of the Bid may be in another language provided they are accompanied by an accurate translation of the relevant passages in Arabic, or English, in which case, for purposes of interpretation of the Bid, such translation shall govern.

10. Documents Comprising the Bid

- 10.1. The Bid shall comprise the following:

- a) Technical Proposal
- b) Commercial Proposals
- c) Presentation file (ppt. Format) to be submitted along with the technical proposal noting that a demonstration session will be required from bidders who passed the initial technical evaluation.

- 10.2. ~~The Bidder shall submit the Bid Submission Sheet using the form furnished in Section III, Bidding Forms. This form must be completed without any alterations to its format, and no substitutes shall be accepted. All blank spaces shall be filled in with the information requested.~~ (Not applicable)

- 10.3. ~~The Bidder shall submit the Price Schedules for Professional Services according to their origin as appropriate, using the forms furnished in Section III, Bidding Forms.~~ (Not applicable)

11. Bid Prices

- 11.1. The prices quoted by the Bidder in the Bid Submission Sheet and in the Price Schedules shall conform to the requirements specified below.

- 11.2. All items in the Schedule of Supply must be listed and priced separately in the Price Schedules. If a Price Schedule shows items listed but not priced, their prices shall be assumed to be included in the prices of other items. Items not listed in the Price Schedule shall be assumed not to be included in the Bid, and provided that the Bid is substantially responsive, the corresponding adjustment shall be applied in accordance with ITB 30.3

- 11.3. The price to be quoted in the Bid Submission Sheet shall be the total price of the Bid.

- 11.4. The incoterm CIP, and other similar terms if indicated in the bidding document, shall be governed by the rules prescribed in the current edition of Incoterms, published by The International Chamber of Commerce, at the date of the Invitation for Bids.
- 11.5. Prices shall be quoted as specified in each Price Schedule included in Section V, Bidding Forms. The disaggregation of price components is required solely for the purpose of facilitating the comparison of Bids by the Purchaser. This shall not in any way limit the Purchaser's right to contract on any of the terms offered.
- 11.6. The quotation shall exclude all taxes and other levies payable by the Supplier in accordance with the laws of the in the Country of Deliver Site and in the Kingdom of Saudi Arabia. The Purchaser shall seek tax exemption for this Contract from the authorities in the Country of Delivery Site and in the Kingdom of Saudi Arabia, otherwise an appropriate additional amount will be added to the above price when the contract is finalized, in order for the supplier to fulfil its tax obligations in the Country of Delivery Site and in the Kingdom of Saudi Arabia.
- 11.7. Prices quoted by the Bidder shall be fixed during the Bidder's performance of the Contract and not subject to variation on any account.

12. Currencies of Bid

- 12.1. A Bidder may express its bid price in any fully convertible currency or in the currency of the Kingdom of Saudi Arabia. However, the use of USD or SAR is encouraged.
- 12.2.

13. Documents Establishing the Conformity of the Professional Services to the Bidding Document

- 13.1. To establish the conformity of the Professional Services to the Bidding Document, the Bidder shall furnish as part of its Bid the documentary evidence that the Professional Services conform to the requirements specified in Section IV (Purchaser's Requirement).
- 13.2. The documentary evidence may be in the form of literature, drawings or data, and shall consist of a detailed item-by-item description of the essential technical and performance characteristics of the Professional Services, demonstrating substantial responsiveness of the Professional Services to those requirements, and if applicable, a statement of deviations and exceptions to the provisions of Section IV (Purchaser's Requirement).

14. Documents Establishing the Qualifications of the Bidder

- 14.1. The documentary evidence of the Bidder's qualifications to perform the contract, if its bid is accepted, shall establish to the Purchaser's satisfaction that the Bidder meets each of the qualification criterion specified in Section III (Evaluation and Qualification Criteria). The requirement for submission of documents establishing

the qualifications of the Bidder may be waived for bidders who have been prequalified for this bidding through a prequalification process if such waiver is provided in Section III (Evaluation and Qualification Criteria).

- 14.2. A Bidder that does not conduct business within the Country of the Delivery Site shall submit evidence that it will be represented by an Agent in the country equipped and able to carry out the Supplier's maintenance, repair and spare parts-stocking obligations prescribed in the Section IV (Purchaser's Requirement).

15. Period of Validity of Bids

- 15.1. Bids shall remain valid for the period as indicated in the IFB after the bid submission deadline date.
- 15.2. In exceptional circumstances, prior to the expiration of the bid validity period, the Purchaser may request Bidders to extend the period of validity of their Bids. The request and the responses shall be made in writing. A Bidder may refuse the request without breaching its Bid-Securing Declaration. A Bidder granting the request shall not be required or permitted to modify its Bid.

16. Format and Signing of Bid

- 16.1. The original Bid shall be signed by a person duly authorized to sign on behalf of the Bidder. This authorization shall consist of a Power of Attorney or Board Resolution.
- 16.2. Starting from 2020, except special cases where physical submission of bids is required All Bidding submission is electronically accepted in PDF format encrypted with passwords shared separately following the guidance shared in the RFP invitation.
- 16.3. Bidding events conducted in Ariba system shall follow the system guidelines for submission,

17. Deadline for Submission of Bids

- 17.1. Bids must be received by the Purchaser at the address and no later than the submission date and time indicated in the IFB.
- 17.2. The Purchaser may, at its discretion, extend the deadline for the submission of Bids by amending the Bidding Document in accordance with ITB 7, in which case all rights and obligations of the Purchaser and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

18. Late Bids

- 18.1. The Purchaser shall not consider any Bid that arrives after the deadline for submission of Bids, in accordance with ITB 22. Any Bid received by the Purchaser after the deadline for submission of Bids shall be declared late, rejected, and returned unopened to the Bidder.

19. Withdrawal, Substitution, and Modification of Bids

- 19.1. A Bidder may withdraw, substitute, or modify its Bid after it has been submitted by sending a written Notice, duly signed by an authorized representative, and shall include a copy of the authorization in accordance with ITB 20.2 (except that Withdrawal Notices do not require copies). The corresponding substitution or modification of the Bid must accompany the respective written Notice. All Notices must be:
 - a) submitted in accordance with ITB Clauses 20 and 21 (except that Withdrawal Notices do not require copies), and in addition, the respective envelopes shall be clearly marked "Withdrawal," "Substitution," "Modification"; and
 - b) Received by the Purchaser prior to the deadline prescribed for submission of bids, in accordance with ITB 22.
- 19.2. Bids requested to be withdrawn in accordance with ITB 24.1 shall be returned unopened to the Bidders.
- 19.3. No Bid shall be withdrawn, substituted, or modified in the interval between the deadline for submission of bids and the expiration of the period of bid validity specified by the Bidder on the Bid Submission Sheet or any extension thereof.

20. Bid Opening

- 20.1. The Bid Evaluation Committee (BEC) of the Purchaser shall conduct the bid opening immediately after the deadline for submission of Bids.

21. Confidentiality

- 21.1. Information relating to the examination, evaluation, comparison of Bids, and recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process until notification of the Contract award.

- 21.2. Any attempt by a Bidder to influence the Purchaser in the examination, evaluation, comparison of the Bids or Contract award decisions may result in the rejection of its Bid.
- 21.3. Notwithstanding ITB 26.2, from the time of bid opening to the time of Contract award, if any Bidder wishes to contact the Purchaser on any matter related to the bidding process, it should do so in writing.

22. Clarification of Bids

- 22.1. To assist in the examination, evaluation, comparison and post-qualification of the Bids, the Purchaser may, at its discretion, ask any Bidder for a clarification of its Bid. Any clarification submitted by a Bidder with regard to its Bid and that is not in response to a request by the Purchaser shall not be considered. The Purchaser's request for clarification and the response shall be in writing. No change in the prices or substance of the Bid shall be sought, offered, or permitted, except to confirm the correction of arithmetic errors discovered by the Purchaser in the evaluation of the Bids, in accordance with ITB 31.

23. Deviations, Reservations, and Omissions

- a) During the evaluation of bids, the following definitions apply:
- b) "Deviation" is a departure from the requirements specified in the Bidding Document;
- c) "Reservation" is the setting of limiting conditions or withholding from complete acceptance of the requirements specified in the Bidding Document; and
- d) "Omission" is the failure to submit part or all of the information or documentation required in the Bidding Document.

24. Determination of Responsiveness

- 24.1. The Purchaser's determination of the responsiveness of a Bid is to be based on the contents of the Bid itself, as defined in ITB10.
- 24.2. A substantially responsive bid is one that meets the requirements of the Bidding Document without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that,
 - a) if accepted, would:
 - b) affect in any substantial way the scope, quality, or performance of the Professional Services specified in Section IV (Purchaser's Requirement) and Section IV (Terms and Conditions of Supply); or
 - c) limits in any substantial way, inconsistent with the Bidding Document, the Purchaser's rights or the Bidder's obligations under the proposed Contract; or
 - d) if rectified, would unfairly affect the competitive position of other Bidders presenting substantially responsive bids.
- 24.3. The Purchaser shall examine the technical aspects of the bid in particular, to confirm that all requirements of Section IV, (Purchaser's Requirement) and Section IV (Terms and Conditions of Supply) have been met without any material deviation or reservation.

25. Nonmaterial Nonconformities

- 25.1. Provided that a Bid is substantially responsive, the Purchaser may waive any nonconformities in the bid that do not constitute a material deviation, reservation or omission.
- 25.2. Provided that a Bid is substantially responsive, the Purchaser may request that the Bidder submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Bid related to documentation requirements. Requesting information or documentation on such nonconformities shall not be related to any aspect of the price of the Bid. Failure of the Bidder to comply with the request may result in the rejection of its Bid.
- 25.3. Provided that a Bid is substantially responsive, the Purchaser shall rectify nonmaterial nonconformities or omissions. To this effect, the Bid Price shall be adjusted, for comparison purposes only, to reflect the price of the missing or non-conforming item or component. The adjustment shall be made using the method indicated in Section II, Evaluation and Qualification Criteria.

26. Correction of Arithmetical Errors

- 26.1. Provided that the Bid is substantially responsive, the Purchaser shall correct arithmetical errors on the following basis:
 - a) if there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total

price shall be corrected, unless in the opinion of the Purchaser there is an obvious misplacement of the decimal point in the unit price, in which case the total price as quoted shall govern and the unit price shall be corrected;

- b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail, and the total shall be corrected; and
- c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to (a) and (b) above.

26.2. If the Bidder that submitted the lowest evaluated Bid does not accept the correction of errors, its Bid shall be rejected, and its bid security shall be forfeited, or its bid securing declaration shall be executed.

27. Conversion to Single Currency

27.1. For evaluation and comparison purposes, the currency(ies) of the bid shall be converted into US Dollars using IsDB's daily currency exchange rates issued on the day of submission date indicated in the IFB.

28. Margin of Preference

28.1. Bidders should refer to Section III and check if a margin of preference for Professional Services originated from IsDB member country will apply to this Bidding.

29. Evaluation of Bids

29.1. The Purchaser shall evaluate each Bid that has been determined, up to this stage of the evaluation, to be substantially responsive.

29.2. To evaluate a Bid, the Purchaser shall only use all the criteria and methodologies defined in this Clause and in Section II, Evaluation and Qualification Criteria. No other criteria or methodology shall be permitted.

29.3. To evaluate a Bid, the Purchaser shall consider the following:

- a) the bid price as quoted in accordance with ITB 12;
- b) price adjustment for correction of arithmetic errors in accordance with ITB 31.1;
- c) price adjustment due to application of the evaluation criteria specified in Section III, Evaluation and Qualification Criteria. These criteria may include factors related to the characteristics, performance, and terms and conditions of purchase of the Professional Services which shall be expressed to the extent practicable in monetary terms to facilitate comparison of bids unless otherwise specified in Section III.

29.4. The Purchaser's evaluation of a bid will exclude and not take into account:

- a) in the case of Professional Services offered from within the Country of the Delivery Site, all sales tax and all other taxes, applicable in the Country of the Delivery Site and payable on the Professional Services if the Contract is awarded to the Bidder;
- b) in the case of Professional Services offered from outside the Country of the Delivery Site, all customs duties, sales tax, and other taxes, applicable in the Country of the Delivery Site and payable on the Professional Services if the Contract is awarded to the Bidder;

30. Comparison of Bids

- 30.1. The Purchaser shall compare all substantially responsive bids to determine the lowest-evaluated bid, in accordance with ITB 34.
- 30.2. If multiple Lots are indicated in Sections IV (The Purchaser's Requirement) and if the IFB permits the Bidder to quote prices for any or all Lots, the Purchaser will evaluate and compare Bids on the basis of each individual Lot or a combination of Lots in order to arrive at the least cost combination for the Purchaser.

31. Post-qualification of the Bidder

- 31.1. The Purchaser shall determine to its satisfaction whether the Bidder that is selected as having submitted the lowest evaluated and substantially responsive Bid is qualified to perform the Contract satisfactorily.
- 31.2. The determination shall be based upon an examination of the documentary evidence of the Bidder's qualifications submitted by the Bidder, pursuant to ITB 17.
- 31.3. An affirmative determination shall be a prerequisite for award of the Contract to the Bidder. A negative determination shall result in disqualification of the Bid, in which event the Purchaser shall proceed to the next lowest evaluated bid to make a similar determination of that Bidder's capabilities to perform satisfactorily.

32. Purchaser's Right to Accept Any Bid, and to Reject Any or All Bids

- 32.1. The Purchaser reserves the right to accept or reject any Bid, and to annul the bidding process and reject all Bids at any time prior to Contract award, without thereby incurring any liability to the Bidders.

33. Award Criteria

- 33.1. The Purchaser shall award the Contract to the Bidder whose Scores the highest combined scoring of the technical and commercial evaluation.
- 33.2. If multiple workstreams are indicated in Sections IV (The Purchaser's Requirement) and if the IFB permits the Bidder to quote prices for any or all workstreams, the Purchaser may award Contracts to two or more responsive bidders whose Bids represent the least cost combination for the Purchaser as mentioned in ITB35.2.

34. Notification of Award

- 34.1. Prior to the expiration of the period of bid validity, the Purchaser shall notify the successful Bidder, or each of the Bidders who win multiple lots contract award, in writing, that its Bid has been accepted.
- 34.2. Until a formal Contract is prepared and executed, the notification of award shall constitute a binding Contract.
- 34.3. The Purchaser will send a Letter of Regret to unsuccessful Bidders informing them that their Bids are not accepted. After receipt of the letter, unsuccessful bidders may request in writing to the Purchaser for a debriefing seeking explanations on the grounds on which their bids were not selected. The Purchaser shall promptly respond to such requests.

35. Signing of Contract

- 35.1. Promptly after notification, the Purchaser shall send to the successful Bidder the Contract Agreement and the Terms and Conditions of Supply.
- 35.2. Within twenty-eight (28) days of receipt of the Contract Agreement, the successful Bidder shall sign, date, and return it to the Purchaser.

SECTION II. ELIGIBILITY REQUIREMENTS AND DEFINITION OF INTEGRITY VIOLATIONS

1. Eligibility Requirements

- a) 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 Cooperation, the League of Arab States and the African Union.
- b) The IsDB prefers to contract vendors from Member Countries. When such preference is to be applied in selecting vendors, the invitation for bids, invitation for quotations, invitation for expression of interest and/or the request for proposals shall define how such preference will be applied in the selection process.
- c) A vendor that is on any IsDB sanction or suspension list due to misconduct, administrative actions, integrity violations or poor performance list shall be ineligible for IsDB corporate procurement contract.
- d) The IsDB shall not contract any vendor who is unsuitable for or has conflict of interest or perceived conflict of interest in executing a contract with IsDB.

2. Definition of Integrity Violations

- 2.1. IsDB will reject a bid if it determines that the Bidder has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices or other integrity violations in competing for the Contract. Corrupt, fraudulent, collusive, coercive, obstructive practices and integrity violations are defined as follows:
 - (i) **“Corrupt practice”** means the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party;
 - (ii) **“Fraudulent practice”** means any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
 - (iii) **“Coercive practice”** means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
 - (iv) **“Collusive practice”** means an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party;

- (v) **“obstructive practice”** means (a) deliberately destroying, falsifying, altering, or concealing of evidence material to an ADB investigation; (b) making false statements to investigators in order to materially impede an ADB investigation; (c) failing to comply with requests to provide information, documents or records in connection with an Office of Anticorruption and Integrity (OAI) investigation; (d) threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or (e) materially impeding ADB’s contractual rights of audit or access to information; and
- (vi) **“Integrity violation”** is any act which violates ADB’s Anticorruption Policy, including (i) to (v) above and the following: abuse, conflict of interest, violations of ADB sanctions, retaliation against whistle-blowers or witnesses, and other violations of ADB’s Anticorruption Policy, including failure to adhere to the highest ethical standard.

SECTION III. EVALUATION AND QUALIFICATION CRITERIA

1. Qualification Criteria

1.1. The Bidders must meet the following qualification criteria:

➤ **Alignment with Organizational Goals**

- Does the proposed solution address the specific leadership competencies required by the organization?
- Is the proposal tailored to the organization's leadership development strategy and objectives?

➤ **Assessment Methodology**

- Are the tools and techniques evidence-based and reliable?
- Does the methodology include a mix of quantitative (e.g., psychometric tests) and qualitative (e.g., interviews) approaches?
- Is the methodology aligned with best practices in leadership assessment?

➤ **Customization and Flexibility**

- Can the solution be customized to reflect organizational culture and values?
- Does it accommodate varying levels of leadership (e.g., emerging leaders, senior executives)?

➤ **Deliverables**

- Are the deliverables (e.g., reports, development plans, competency gap analysis) clearly outlined and actionable?
- Do they provide both individual and organizational-level insights?

➤ **Experience and Expertise of the Vendor**

- Does the vendor have a proven track record in conducting leadership assessments?
- Are their assessors certified and experienced in leadership evaluation?

➤ **Technology and Tools**

- Are the tools user-friendly and scalable?
- Is the platform secure, and does it comply with data protection regulations?
- Does the proposal leverage advanced tools, such as AI or data analytics, for deeper insights?

➤ **Implementation Plan**

- Is the timeline realistic and aligned with the organization's requirements?
- Does the proposal include a clear process for stakeholder engagement and communication?

➤ **Cost-Effectiveness**

- Is the pricing structure transparent and justified based on the scope of services?
- Does the proposal offer value for money in terms of deliverables and impact?

➤ **Feedback Mechanism**

- Does the solution include a robust mechanism for providing detailed and constructive feedback to participants?

➤ **Scalability and Sustainability**

- Can the assessment framework be scaled for future use across different leadership levels?
- Does it provide sustainable insights for long-term leadership development?

➤ **Post-Assessment Support**

- Does the proposal include follow-up services, such as coaching or development workshops?
- Are there provisions for tracking progress and measuring the impact of interventions?

➤ **References and Case Studies**

- Has the vendor provided relevant case studies or references to demonstrate successful implementations?

➤ **Compliance and Ethics**

- Does the solution adhere to ethical standards in assessment practices?
- Are all proposed tools compliant with relevant laws and regulations?

2. Technical Criteria

- 2.1. The Bidders must submit bids that comply with the minimum technical requirements in Section IV. The Purchaser may reject any bid that fails to meet such minimum requirements.

- 2.2. The Purchaser reserve its right to accept a minor deficiency in technical compliance. An example of such non-substantive deficiency is the case of an auxiliary motor of which the power rating falls short of that specified, or a proposal to supply cross-ply tires for a vehicle instead of radially as specified. The cost of making good any deficiency should likewise be added to the Bid Price concerned. The most frequently used methods assign to the non-conforming items or components, prices based on similar methods described above under Scope, with the price of the non-conforming items or components deducted.

[Insert: "The cost of all quantifiable deviations or deficiencies from the technical requirements as specified in Section IV, Schedule of Supply shall be evaluated. The Purchaser will make its own assessment of the cost of these deviations or deficiencies for the purpose of ensuring fair comparison of Bids"]

3. Economic Criteria

- 3.1. The price shall be the only criterion when evaluating a bid after the bid has passed the eligibility and technical evaluation.

Margin of Preference

Not applicable

SECTION IV. PURCHASER'S REQUIREMENTS

Please refer to the ToR section in Appendix- A

APPINDEX- 1 - TERMS OF REFERENCE (ToR)

Comprehensive Leadership Assessment Services for IsDB Managers and Emerging Leaders

1. Introduction

The Islamic Development Bank (IsDB) is a multilateral development bank dedicated to promoting sustainable development and fostering innovation across its 57 member countries. As part of its strategic mission, the IsDB recruitment team plays a vital role in identifying and hiring a designated number of managerial staff each year. This recruitment process encompasses the onboarding of new employees as well as the promotion of existing staff to managerial roles.

In addition to these core recruitment activities, the IsDB is also responsible for confirming probationary periods and implementing succession planning for managerial positions within the Bank. These activities are essential for ensuring a robust leadership pipeline and maintaining the effectiveness of the bank's operations. To support these initiatives, a thorough assessment of leadership competencies is crucial in determining whether candidates possess the necessary qualifications for managerial positions.

To this end, the IsDB is seeking to engage the services of a specialized firm that can provide professional leadership assessment services. These assessments will be integral to the recruitment and development processes for senior leaders, middle management, and emerging leaders within the bank.

2. Objective:

The primary objective of this consultancy is to develop and implement a comprehensive leadership assessment framework that will facilitate the identification, evaluation, selection and development of highly qualified individuals for key leadership positions within the IsDB. The assessment process should be structured to evaluate leadership behaviors, ensuring a thorough and holistic assessment of candidates that aligns with the IsDB's organizational vision and competency framework.

3. Context and Purpose of the Assignment:

The IsDB functions within a complex and dynamic environment that necessitates leaders possessing strong strategic, operational, and interpersonal skills. These leaders play a critical role in influencing organizational success, fostering stakeholder engagement, and effectively executing the institution's mission.

The purpose of this assignment is to:

- Conduct leadership assessments of candidates for senior, middle, and emerging leadership roles.
- Ensure alignment with the IsDB's competency framework, organizational culture, and values.
- Provide actionable insights to inform and support recruitment and development decisions.

4. Scope of Work

The selected firm will be responsible for assessing candidates in the following areas:

- Hiring
- Promotion
- Confirmation
- Succession planning

Utilize Valid and Reliable Assessment Tools:

The assessments must be customized for the target audience in accordance with the IsDB Competency Framework, focusing on:

- Senior Leadership: Emphasizing strategic thinking, decision-making, and stakeholder influence.
- Middle Management: Concentrating on operational management, team leadership, and problem-solving skills.
- Emerging Leaders: Evaluating potential for growth, adaptability, and innovation.

5. Methodology:

The assessment methodology will encompass the following components:

a. Apply a Comprehensive Methodology:

- Behavioural Interviews: Conduct structured interviews to evaluate candidates' past behaviours and experiences.
- 360-Degree Feedback: Gather insights from multiple sources to provide a well-rounded view of each candidate's capabilities.
- Assessment Centres: Utilize simulations and role-plays to assess candidates in realistic scenarios.
- Psychometric Evaluations: Implement personality and behavioral assessments to gauge candidates' psychological attributes.

b. Robust Data Collection and Reporting:

- Modalities: Offer both face-to-face and online assessment options to ensure flexibility and accessibility for all candidates.
- Validity and Reliability: Ensure that the assessment tools used demonstrate proven accuracy and predictive validity.

c. Comprehensive Benchmarking and Reporting:

- Provide benchmark comparisons against industry standards to contextualize candidate performance.
- Reports will include:
 - Assessment of suitability for the role
 - Identification of potential derailers (e.g., behaviors that may negatively affect performance)
 - Development recommendations tailored to each candidate's needs in light of the targeted role..

6. Deliverables:

The selected firm is required to provide the following deliverables:

- An initial assessment framework and methodology plan.
- Individual assessment reports for each candidate, including:
 1. Key findings and an evaluation of suitability for the role.
 2. Recommendations for leadership development.
- Consolidated summary reports that highlight trends, gaps, and insights to support organizational decision-making.

- Post-assessment debriefs sessions for key stakeholders to review findings and discuss implications.

7. Duration and Payment for the Assignment

- Duration: The engagement is anticipated to last for three years (renewable), commencing on February 1, 2025.
- Payment Terms: Payments will be made upon approval of the assessment framework, completion of candidate assessments, and delivery of final reports and debrief sessions, on a monthly basis.

8. The Evaluation Criteria

The following evaluation criteria will be utilized to shortlist the most qualified firms for this assignment. Each criterion is designed to assess the firm's capability, expertise, and resources in delivering effective leadership assessment services. The focus will be on a proven track record in leadership assessments, the use of valid tools and methodologies, the application of technology for efficiency and security, and the qualifications and experience of the assessors involved.

a. Expertise and Experience

- Demonstrated track record in leadership assessment for senior-level roles.
- Familiarity with the challenges and competencies essential in multilateral development bank environments.
- A team of qualified professionals, including certified psychologists and experienced organizational behaviour specialists.
- Strong references and testimonials from previous engagements.

b. Assessment Tools and Methodologies

- Use of valid and reliable psychometric tools.
- Customization and tailored solutions ability. Tools aligned with the organization's competencies.

A robust approach combining multiple assessment methods, including:

- Behavioural interviews
- 360-degree feedback
- Leadership simulations

- Personality and cognitive assessments

c. Technology Usage

- IT Platform: Use of an online platform for efficient and secure assessment processes.
- Data Analysis and Reporting:
 - Data-driven insights: Ability to extract actionable insights from assessment data and provide clear, concise reports.
 - Customized reports: Tailored reports addressing specific organizational needs and providing actionable recommendations.
 - A comprehensive report: That provides detailed feedback for both the business unit and the candidate.
- Data security: Robust data security measures to protect confidential information.

d. Assessors' Profiles

- Qualification: Relevant qualifications and certifications of the assessors (e.g., psychology degrees, certifications in assessment).
- Experience: Proven experience in leadership assessment (e.g., number of assessments, years of experience).