

Subject: Request for Clarifications (BCC- 2026-042), Review and Enhancement of IsDB Competency Model.

Date: 27 September 2026

To: All Prospective firms

In accordance with the published Request for Proposal (RFP) for the above-referenced procurement, the following requests for clarification have been received and the Bank's responses are provided below;

#	Question/Request for Clarification received	Response by IsDB
1	1. SAP SuccessFactors Scope Could IsDB clarify whether the assignment includes actual SAP SuccessFactors configuration activities or is limited to developing and recommending the updated competency framework for subsequent implementation? 2. Stakeholder Engagement Approximately how many stakeholders are expected to participate in interviews, focus groups, and validation workshops? 3. Level of Effort Does IsDB have an estimated level of effort (e.g., consulting days or person-days) for this assignment? 4. Indicative Budget While no maximum budget has been specified in the RFP, would IsDB be able to provide any indicative budget range or expected investment level for this engagement to assist bidders in proposing an appropriately sized team and delivery approach? 5. Workshop and Travel Assumptions Should bidders assume onsite, virtual, or hybrid delivery for stakeholder	1. It is limited to developing and recommending the updated competency framework for subsequent implementation through SAP SF including recommending the best approach to configure it in the mentioned system. 2. Bidder can suggest based on their proposed methodology, like how many focus groups, interviews and validation interviews will be sufficient. 3. Bidders are required to submit this estimate based on the approach and methodology they will propose for the delivery of deliverables. 4. IsDB is not restricting any bidder on the budget. Bidders are supposed to submit their financial proposal covering the cost of their proposal. 5. Bidders are supposed to clearly how they will deliver based on their methodology, and where in-person meetings and travels are required, they can mention it in their proposal.

interviews, focus groups, and validation workshops? • Should travel, accommodation, workshop facilitation, venue, and related logistics costs be included in the financial proposal, or will these be provided directly by IsDB? 6. Taxes and VAT Should the financial proposal be submitted inclusive or exclusive of VAT and other applicable taxes? 7. May a consulting firm established outside Saudi Arabia submit directly, subject to completing the required SAP Ariba supplier registration? 8. Are consortium or subcontracting arrangements permitted, including the use of specialist partners where additional competency-validation or psychometric expertise may be required? 9. Are there any minimum corporate track-record, turnover, or reference requirements that bidders should confirm before investing in a full technical and financial proposal? 10. Please share a sample of the current competency framework for any job family. If this is not possible, please provide an overview of the current competency architecture, indicating the main components of the framework (e.g., competency definitions, proficiency levels, behavioral indicators, and their mapping across career/grade levels). 11. Please confirm whether IsDB expects refinement of the existing	IsDB has no specific preference for fully on-line or hybrid delivery of the deliverables. Therefore, based on the Bidder's methodology, they can propose onsite, virtual or hybrid delivery for stakeholders interviews, focus groups and validation workshops. Yes, any cost related to delivery of the services such as travel, accommodation, venue, logistics, etc. should be mentioned in the financial proposal. 6. Bidder should clarify if the financial proposal is inclusive or exclusive of VAT. 7. The assignment is open to both local and foreign consulting firms, subject to meeting the eligibility requirements specified in the RFP. 8. Yes. Joint venture (JV) arrangements are permitted, subject to meeting the eligibility, qualification, and team composition requirements specified in the RFP. The proposed team should include any relevant specialist expertise required to meet the assignment requirements. Subcontracting is not envisaged for this assignment. 9. Bidder should have strong experience in delivery of the required deliverables, and should clearly quote reference of his experience. Please refer to the RFP for the detailed Technical Qualification requirements. 10. Attached.
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competency model or a significant redesign/replacement. 12. Please provide an overview of IsDB's organizational structure relevant to this engagement, including the number of key departments/divisions and stakeholder groups to be covered, to support the design of the stakeholder engagement approach. 13. Please confirm whether IsDB is agreeable to conducting the majority of stakeholder engagement activities virtually, including meetings, interviews, focus groups, and validation sessions, while allowing for selected on-site visits to IsDB HQ at key stages of the engagement. 14. Please clarify the expected level of consultant involvement in configuring the updated competencies in SAP SuccessFactors Talent Intelligence Hub, including whether the scope covers configuration guidance only or hands-on configuration, testing/UAT, and deployment support, and whether IsDB has an internal SAP/IT team or implementation partner supporting this activity. 15. Functional/Technical Competencies are not mentioned in the scope of the RFP. Please confirm whether the engagement is therefore limited to the review and enhancement of Core and Leadership Competencies. 16. Proposal submission email: We understand from the tender notice that the Technical and Financial Proposals should be submitted to 85dd6c99.isdb.org@emea.teams.ms.	11. The project is about review and enhancement of the IsDB's existing competency model in alignment with our new strategy and culture model. How much refinement is required, it will depend on the approach and methodology that the bidder will propose. 12. IsDB's corporate information is available at its website. Corporate structure is attached for reference. 13. IsDB is open to all online or hybrid engagements. It will be upto bidder's approach. 14. Providing approach and recommendation for configuring SAP SP TIH for competency assessments and using competency models for the Performance Management, Learning Management, Career Development and Succession Management functionality. We have an internal SAP IT and HR team who will accordingly configure the system in collaboration with the bidder's team. 15. Functional/Technical competencies are not included in the scope of this RFP. 16. Both the Technical and Financial Proposals may be submitted to the designated email address: 85dd6c99.isdb.org@emea.teams.ms. The password for the Financial Proposal should be shared separately with walokozay@isdb.org. The
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ms, while the password for the commercial/financial submission should be shared separately with walokozay@isdb.org. Could you kindly confirm that this is the correct submission procedure and that the proposal itself does not need to be sent to both addresses? 17. Sections 8 and 9 of the RFP: Could you kindly confirm whether any information is required to be completed directly within Sections 8 and 9 of the RFP, or whether these sections are provided for reference and the required information should instead be provided in a separate document, part of the technical proposal? 18. Signing of the RFP/TOR: Could you please confirm whether the RFP/TOR document is required to be signed or initialed on all pages and submitted as part of the proposal package, or whether submission of the completed proposal forms is sufficient? 19. Proposal currency: Could you kindly confirm whether the Financial Proposal should be submitted specifically in USD or SAR, or whether either currency is acceptable? 20. Proposal submission Deadline:	password will be requested once the technical evaluation has been completed, and the results of the technical evaluation will be communicated to the respective firms accordingly. 17. The information requested under Sections 8 and 9 should be provided as part of the proposal. Firms may either complete the relevant sections of the RFP or provide the same information in a separate document, provided that all required information and the prescribed format/content are adequately covered. This includes the consulting firm's information, certification and details of the authorized representative, as well as the required banking details. 18. The RFP/TOR document itself is not required to be signed or initialed on each page. Consultants are required to submit the completed proposal forms and other documents specified in the RFP, duly signed by their authorized representative where a signature is required. The RFP/TOR does not need to be returned as a separately signed document. 19. Our preference is for the Financial Proposal to be submitted in USD; however, other currencies are also acceptable, as specified in the RFP. For the purpose of financial evaluation and comparison, all financial proposals will be converted and evaluated in a single
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Sincerely

Corporate Procurement Division/ASD

Islamic Development Bank