

**Request for Clarifications
No. 1**

Title: Consultancy for the Review of Caribbean Community institutions (RCCI)

Reference No: DFATD/CCS/CMO/2021

1. **Question:** Will there be Single Point of Contact (SPOC) for each of the 17 Institutions to be evaluated to assure access to additional information or critical personnel to be interviewed?

Response: Yes, the CARICOM Secretariat will provide full details of the focal point to the selected tenderer for each Institution.

2. **Question:** What is the expected format for each of the consultancy deliverables (word, excel or PPT)?

Response: The reports are expected to be submitted using Microsoft Word, Excel and PowerPoint, where necessary.

3. **Question:** Given the challenges faced by the countries where these institutions are located concerning COVID-19 and their closed borders, will consideration be given to hosting inception and follow-up meetings with Key Experts via video conference instead of face-to-face?

Response: Yes, however it is expected that technical proposals will contain an indication of which meetings can be face-to-face.

4. **Question:** For the initial meeting, is a physical presence in Guyana obligatory, or can there be an alternative for the Consultant to be in any other country?

Response: It is not obligatory. However, a physical presence may be preferable.

5. **Question:** Are each of 17 Institutions governed by a legal charter ratified by all CARICOM member Countries? If No, please elaborate on the existing governance structure?

Response: Information on all Institutions can be found at <https://caricom.org/institutions/>

6. **Question:** How are budgets for each institution developed and approved?

Response: See response to question 5 above.

7. **Question:** Does the Secretariat have an existing Organizational Change Management plan/strategy? If yes can this shared with bidders?

Response: This information will be shared with the successful tenderer.

8. **Question:** Are each of the 17 institutions responsible for its own?

- a) Information Technology
- b) Human Resources
- c) Finance, Accounting and Procurement

Response: See response to questions 5 above.

9. **Question:** Does the scope of TOR include a current state assessment across all functions – HR, IT, Operations, Finance, Accounting and Procurement of each of the 17 institutions?

Response: Please refer to section 4.2 of the terms of reference, which the consultant is expected to undertake.

10. **Question:** Is CARICOM open to outsourcing non-core services such as Human Resources, Information Technology, Finance, Accounting and Procurement for all the institutions?

Response: The Consultant is required to make recommendations, all of which will be considered.

11. **Question:** Are the employees of each institution permanent or contract employees?

Response: Each Institution has its own system and this information will be gathered by the Consultant undertaking the review.

12. **Question:** Is a Bidder required to have a physical presence in 5 territories where the CARICOM Institutions exist?

Response: The technical proposal must state the methods through which the Bidder will accomplish the review and must clearly state how consultations/stakeholder engagement etc. will be conducted. If the Bidder is proposing an entirely virtual review or a partially virtual review, this must be detailed in the technical proposal.

13. **Question:** Regarding Risk (i), Due to competing schedules and the vast number of commitments, the Consultant may experience delays in meeting with key stakeholders: Will the CARICOM Secretariat Point of Liaison Head, CMO, be responsible for arranging meetings and responses to information requests?

Response: No, the CARICOM Secretariat point of liaison functions as the liaison between the Consultant and the Project Steering Committee. If, however, the Consultant encounters difficulties, these should be brought to the CARICOM Secretariat's attention, who will in turn advise the PSC to determine what, if any, assistance can be provided.

14. **Question:** On page 5 of the RFP reference is made to the statement: "*Each Technical offer and financial offer must contain one original, clearly marked 'Original', and three (3) copies...*" However, Page 10 of the RFP outlines details for an email submission via password protected PDF files. We wish to verify that hard/physical copies will not be required for the submission.

Response: Tenders are only to be submitted by email as specified in point 8 (a) of the RFP. Kindly refer to Corrigendum No. 1 that provides an amendment to points 4 and 8(a) of the RFP.

15. **Question:** On page 7 of the RFP reference is made to the requirement "*Each CV should be no longer than 2 pages.*" Please confirm if the 2-page limit will not be enforced.

Response: The objective of presenting the CVs is to show that the key experts proposed satisfy the requirements of the profile that was outlined in the tender document. Accordingly, tenderers must provide sufficient information that confirm that the qualifications and experience of the key experts are in keeping with the requirements. Kindly refer to Corrigendum No. 1 that provides an amendment to the restriction section.

16. **Question:** On page 7 of the RFP reference is made to the requirement "*...a copy of employer certificates or references proving the professional experience indicated in their CVs.*" Will employer or client references' names and contacts be sufficient to meet this requirement? If not, please clarify the expectation, particularly regarding "employer certificates" for legacy consulting engagements or subcontracted individuals (e.g. over 5 years).

Response: The certificates that are required to be submitted are in relation to the key experts. For example, for key expert number one, the requirement is for this expert to have specific qualifications (see the profile under section 6.1.1 of the TOR), such qualifications should be reflected in the expert's CV. Additionally, copies of the expert's certificates referenced in the CV must be submitted as proof. Secondly, if the requirement is for them to show that they have experience in the subject matter, then proof will have to be provided from one of the clients.

17. **Question:** On page 8 of the RFP reference is made to the statement “*the Financial offer must be presented as an amount in EUR...*” Please clarify the request for Euros, since:

- Budget is stated in Canadian dollars
- The draft Contract indicates that payment will be made in Canadian dollars

Response: The financial offer for this tender must be submitted in **Canadian dollars** (Payments to the successful Contractor will be made in Canadian dollars or local currency, at the prevailing exchange rate). Kindly refer to Corrigendum No 1 that outlines that the currency for submitting tenders.

18. **Question:** On page 8 of the RFP reference is made to the stated maximum budget of CAN \$ 1,386, 750. Would it be correct to assume that this figure is VAT/tax inclusive? Should our price breakdown (using the global price template in Annex V of the RFP) include and itemize all applicable taxes? Should our price breakdown itemize reimbursables?

Response: The CARICOM Secretariat is exempted from paying taxes in Guyana and all other Member States. Additionally, since the Consultant (or the expert) is not required to be based fulltime in Guyana, the issue of taxes should not arise. In any event, the Contractor is responsible for its own taxes in-country. The price proposal should be broken down into fees and airfare only as specified in Corrigendum No. 1.

19. **Question:** On page 12 of the RFP reference is made to the statement: The best value for money is established by weighing technical quality against price on an 80/20 basis. Can specifics be provided regarding calculation of the 20? Is there a formula for the calculation?

Response: Please refer to the paragraph 59.73, Module two of the Guidelines and Procedures Manual at the following link <https://caricom.org/wp-content/uploads/GPM-23-Oct-20-1.pdf>

20. **Question:** We note that the Terms of Reference state that the consultant can recommend reorganization of the activities and reports to ensure efficiency and efficacy. With this under consideration, could the Contracting Authority provide further clarification on the likely timing of official meetings that would need to be taken into account in planning activities and deliverables? Further, would it be acceptable for the Consultant to propose an alternative schedule for the Steering Committee meetings – for example, by proposing additional meetings to align with reorganization of activities, based on grouping of the institutions under review?

Response: The timing of official meetings can be found in 8.2 of the TOR. The Consultant can propose a schedule. The Project Steering Committee will determine if and when it can accommodate the proposal.

21. **Question:** When/how will details of the date and format for the Tender opening/s be communicated?

Response: The tender opening session will be conducted in accordance Module two of the Guidelines and Procedures Manual, which can be viewed at the following link <https://caricom.org/wp-content/uploads/GPM-23-Oct-20-1.pdf>