****

**COMMONWEALTH SECRETARIAT**

**MARLBOROUGH HOUSE, PALL MALL, LONDON SW1Y 5HX**

***IN STRICT COMMERCIAL CONFIDENCE***

**Request for Quotations (RFQ)**

**For the provision of Consultant to carry out ‘Knowledge Management Audit’**

**November 2021**

|  |  |
| --- | --- |
| **Project Reference Name/ Number:** | **SPPDD-EL-GS-3** |
|  |  |
| **Return Date:** | **08 Dec 2021 17:00hrs UK time** |
|  |  |
| **Contract Award:**  | **February 2022** |
|  |  |
| **Contact Email:** | **p.kanzaria@commonwealth.int** |

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# Introduction

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

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

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

# Purpose

The purpose of this request for a quote (RFQ) is to find and appoint a suitable consultant for the provision of services to carry out a Knowledge Management Audit to the Commonwealth Secretariat. The appointed consultant shall be awarded a contract that will be effective for up to 4 months.

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

# Instructions to Bidders

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

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

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

Email: p.kanzaria@commonwealth.int

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

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

# Evaluation Weightings

**Quality 70%**

**Price 30%**

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

# Quote Timeline

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

|  |  |
| --- | --- |
| **Activity**  | **Date** |
| Request for quote (RFQ) issued | 24 Nov 2021 |
| Clarification questions to be submitted by bidders by  | 29 Nov 2021 12:00hrs |
| Secretariat’s response to clarification questions will be circulated confidentially to all by | 03 Dec 2021 17:00hrs |
| Quotes submission closing date | 08 Dec 2021 17:00hrs |
| Evaluation process duration (including any clarification / interview meetings) | 09 Dec 2021 – 14 Jan 2022 |
| Notification of intention to Award  | 21 Jan 2022 |
| Contract Start Date | February 2022  |

# Information for Bidders

* Unless indicated otherwise, all prices should be quoted in Pounds Sterling. Prices quoted should exclude VAT but must indicate clearly where VAT is applicable and where items might be zero-rated.
* The bidder must ensure that they have all the information required for the preparation of the Quote submission and that they are satisfied about the correct interpretation of terminology used in this documentation. The bidder must also ensure that they are fully conversant with the nature and extent of the obligations should the Quote be accepted.
* Quotes are to be valid for a minimum of 90 days from the closing date for the submission of the Quotes.
* The Commonwealth Secretariat reserves the right to cancel the RFQ at any time during the process and not to award a contract as a result of this procurement.
* Bidders shall bear all costs in completing a quotation submission.
* Bidders shall not disclose details of the RFQ to third parties without prior agreement from an authorised officer of the Commonwealth Scretariat.
* Bidders are required to submit transparent pricing with no hidden costs or charges.
* The Secretariat will carry out an evaluation of the quotes using the weighted criteria method as described in this document. Following all stages the Secretariat will select a preferred bidder which will be taken forward to contract award. The Secretariat reserves the right to appoint a reserve preferred bidder which the Secretariat would take forward to contract award if any contract negotiations with the preferred bidder are unsuccessful.

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

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

# Specification of requirements

**Introduction**

The Commonwealth is a voluntary association of independent and equal sovereign states. Its members are bound together by shared values and principles, which are enshrined in the Commonwealth Charter. The Commonwealth Secretariat in London convenes member states; executes mandates set by the Commonwealth Heads of Government (CHOGM) and implements strategic plans agreed by its Board of Governors representing its member states.

To drive knowledge management as an organisational asset and promote sound knowledge management practices, the Commonwealth Secretariat (‘the Secretariat’) developed and comprehensive Knowledge Management Strategy. The Strategy embodies the Secretariat’s commitment to adaptive planning, monitoring and delivery of results as outlined in the strategic plan. It sets out that all knowledge management activities in the Secretariat must serve these strategic areas of work through evidence collection; data analysis; knowledge capture, generation, and exchange; improved organisational effectiveness and efficiency; and fostering a culture of learning and exchange.

**Background**

The Knowledge Management Strategy was launched on the 4 February 2021 after approval from the Senior Management Group on 24 November 2020. The Strategy has been developed by a cross division working group – Knowledge Management Working Group (KMWG). The Strategy is an outcome of a process led by the KMWG that included but is not limited to:

1. Internal consultation with key stakeholder/s
2. Perspectives from the KMWG members respective corporate functions,
3. Lessons learned from internal and external evaluations on knowledge management
4. A Knowledge Management needs assessment from an all-staff survey.
5. Alignment with the Commonwealth Secretariat 2021-2024 Strategic Plan

A detailed implementation Road Map was developed and approved along the Strategy for the implementation of the Strategy. The Road Map outlined the need to conduct a comprehensive knowledge management audit to establish a baseline for the implementation of the Strategy.

Similar studies conducted in the past include:

1. The internal KM needs assessment and internal consultation with programme divisions conducted as part of the KM strategy development provides valuable insight on some of the knowledge flows and gaps
2. In 2020 a Business Process Review was conducted to optimise the underlying Data Structures and Processes that support the Project Management Information System (PMIS).
3. In 2020 a data mapping exercise was undertaken to support the implementation of the Data Access and Protection Policy.
4. In 2015 a review on the progress of the Knowledge Hubs – Education, Health and Climate Finance Skills was conducted. This focused on KM and systems within these hubs and their interface with the programmes of work.

**Purpose and Scope of the Assignment**

The purpose of this assignment is to conduct an organisation wide knowledge management audit that establishes a baseline for assessment of progress in the implementation of the Strategy. This audit has been identified as one of the initial key steps in actioning the Strategy.

Specifically, the objectives of this assignment include:

1. Review the status of knowledge management practices in the three areas outlined in the Strategy: Knowledge Development; Knowledge Conveyance and Transformation; and Knowledge Management Culture.
2. Create a knowledge flow map in the following areas:
	1. Within programme teams
	2. Across programming directorates
	3. Across business processes
	4. IT systems
	5. Knowledge products: their storage, end user targeting, dissemination tools and measurement
3. Develop a basic schematic on knowledge holders and relevant documents.
4. Identify and assess knowledge, its availability, gaps, needs, sources, structure, flow, use, and importance to the Secretariat.
5. Perform and document a Gap Analysis – based on the “As Is” and “To Be”.
6. Establish the baseline with a framework against which progress can be measured in line with the Strategic Plan.
7. Document findings and recommendations for consideration by the Secretariat’s Senior Management and the Knowledge Management Working Group.

**Primary Users**

The primary users of the knowledge management audit are: 1) Corporate Affairs Committee and Senior Management Committee for allocation of resources and decisions on the implementation of the Strategy; 2) Knowledge Management Working Group for allocation of resources, development of action plans and measurement of progress; 3) Senior Management Group to understand the current status of knowledge management within their sections and undertake actions to implement the actions outlined in the Road Map.

**Methodology**

The Consultant(s) will devise an appropriate analytical tool and framework for the audit and may consider including the following processes in the methodology:

1. Establish a tool and mapping framework to facilitate interaction with business users.
2. Develop assessment criteria and guiding questions to review the status of the knowledge management practices.
3. Review relevant recommendations from internal auditors (knowledge management) as well as governing bodies such as BOG and Exco up to 5 years.
4. Conduct interviews with key users and producers of knowledge products.
5. Assess knowledge management systems and interfaces.

**Deliverables**

1. Inception Report outlining how the assignment will be conducted (within 2 weeks of commencement)
2. Interim reporting including Mapping; Gap Analysis, Theory of change[[1]](#footnote-2) and recommendations to amendments on roadmap. To be submit as editable document and presented to KMWG
3. Final report incorporating feedback.

**Confidentiality**

The Commonwealth Secretariat and the Consultant will keep confidential at all times any information or data that may be exchanged, acquired, disclosed or shared in connection with any activity conducted pursuant with the assignment, save where such information is already in the public domain or is project material intended for publication or is required to be disclosed by any applicable law or regulations or where the extent of such disclosure is authorised in writing by the other.

**Mode of work**

Remote working; Consultant must have access to computing and reliable internet. Interactions with the Secretariat will be through virtual meeting platforms and submissions will be done in electronic format.

**COVID-19**

The current global pandemic has transformed work in recent weeks and disrupted the travel components of plans. Evaluation planning, like most areas of work, is significantly affected and the timeline to a return to ‘business-as-usual is still unknown. With this in mind, prospective applicants are asked to ensure that their team compositions and remote working technologies are geared to support the completion of this evaluation without travel. Applicants are encouraged to reflect their adjustments in their proposed approaches and methodologies as part of their responses to the TORS and to raise any concerns or risks they foresee. Should the current travel restrictions be lifted, allowing for safe travel and in-person engagements, consultants are asked to retain flexibility to undertake such activities as may add value to the evaluation.

**Schedule and Level of Effort**

It is estimated that 20 consultant days will be needed to complete the assignment. There is no travel expected during this assignment.

**Management Arrangements**

Contract for this assignment will be managed by Head of Strategy, Evaluation & Learning in the Strategy, Portfolio, Partnership and Digital Division. The assignment will be led and managed by the Knowledge Management Working Group. The Consultant(s) will report directly to the Knowledge Management Working Group, led by the Knowledge Centre Manager, Communications Division.

Head of Strategy, Evaluation & Learning: Evelyn Pedersen e.pedersen@commonwealth.int

Knowledge Centre Manager: Nsekanji Pelekamoyo n.pelekamoyo@commonwealth.int

The successful consultant, will be required to report at regular intervals, (as agreed at commencement of the contract) to the contract manager, on progress and raise any issues that need to be address.

The Secretariat, can also be contacted as required for the duration of this assignment.

**Consultancy Requirements**

Knowledge Management expert with experience working with inter-governmental organisations, having specifically supported organisational change around systems thinking, Knowledge management, systems integration etc.

* 7+ years professional experience in KM, including researching, creating, implementing, and evaluating KM systems and tools
* Experience creating and implementing KM strategic plans in an intergovernmental international organisation setting
* In-depth knowledge of KM tools, best practices, and trends in the field
* Demonstrated experience conducting similar organisational assessments in at least two instances, as an independent consultant
* Excellent analytical, writing and synthesis skills
* Excellent presentation and facilitation skills, and verbal and written communication skills

Note: A Knowledge Management Audit vs content/data audit: A content audit is focused on the content an organisation has created, providing an overview of what exists and what doesn’t. It will not provide context within which content is shared, the pathways for exchange, how that knowledge is shared and used and thereby identifying gaps in this process. These are covered in a knowledge audit which reviews the strengths and weaknesses of the information as well as how it is being used.

**Evaluation Criteria**

|  |  |
| --- | --- |
| **Criteria** | **% (out of 70)\*** |
| 7+ years professional experience in KM, including researching, creating, implementing, and evaluating KM systems and tools | 5% |
| Experience creating and implementing KM strategic plans in an intergovernmental international organisation setting | 15% |
| In-depth knowledge of KM tools, best practices, and trends in the field | 15% |
| Demonstrated experience conducting similar organisational assessments in at least two instances, as an independent consultant | 15% |
| Excellent analytical, writing and synthesis skills | 10% |
| Excellent presentation and facilitation skills, and verbal and written communication skills | 10% |

\*see page 13 for more information

**Payment Schedule**

|  |  |
| --- | --- |
| **Payment Schedule** | **Deliverables** |
| 20% | Inception Report outlining how the assignment will be conducted (within 2 weeks of commencement) |
| 50% | Interim reporting including Mapping; Gap Analysis, Theory of change and recommendations to amendments on roadmap. To be submit as editable document and presented to KMWG |
| 30% | Final report incorporating feedback. |

**Payments**

Payments will be made in line with the schedule of deliverables outlined above and upon successful completion of the milestones, upon receipt of the Secretariat’s written approval of all agreed deliverables and upon submission of a compliant invoice. All invoices will be sent to p.kanzaria@commonwealth.int.

All invoices must include the contract number and purchase order number.

If VAT is chargeable, all invoices must quote the VAT Registration Number.

**Conflict of Interest**

The Supplier shall establish and maintain appropriate business standards, procedures and controls including those necessary to avoid any real or apparent impropriety or to prevent any action or conditions which could result in conflict with the Secretariat’s best interests.

If either Party becomes aware of any actual or possible conflict between the interests of the Secretariat and the Supplier, it shall notify the other Party as soon as reasonably possible and the Parties shall meet to discuss the Conflict and shall: (i) use all reasonable endeavours to find ways to eliminate or minimise the risk of the Conflict; and (ii) take such steps as may be agreed to remove or avoid the cause of the Conflict.

**Quote Submission Documents (ref SPPDD-EL-GS-3)**

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

**Part 1 – Bidder Details**

**Part 2 – Suitability Assessment Questions**

**Part 3 – Technical Questionnaire**

**Part 4 – Pricing**

**Part 5 – Clarification of Bids**

Part 1 – Bidder Details

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Individual/ Company Name/Trading Name* |  |  | *Company/Sole Trader Registration Number* |   |
| *Correspondence Address* |  |  | *Date of incorporation* |  |
| *Post code* |  |  | *Company/Sole Trader Registered Address* |  |
|  |  |  |  |  |
| *Contact Name* |  |  | *Job* *Title* |  |
| *Telephone* |  |  | *Email* |  |
|  |
| In the event of utilising a third party, on your behalf for any part of the services, please provide the full details of the secondary consultant: |
|
| *Company Name* |  |  | *Duration of working relationship,* |  |
| *Company Registered Address & Registration Number* |  |  | *Reason for use* |  |
| *Post Code* |  |  |  |
|  |
|  Please provide the contact details of two professional reference clients. The referees will not be contacted until the final stage of the Quote process. Please provide references from similar international organisations or public sector bodies if possible. |
|  |
|  | *Reference 1* | *Reference 2* |
| *Company Name*  |  |  |
| *Company Address*  |  |  |
| *Post Code* |  |  |
| *Telephone* |  |  |
| *Email* |  |  |

Part 2 - Suitability Assessment Questions

**Grounds for Exclusion**

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

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

|  |  |  |
| --- | --- | --- |
| **Please Mark ‘X’ In the Relevant Box** | **Yes** | **No** |
| 1. Conspiracy as defined by the legislative or judicial bodies in your jurisdiction.
 | s | x |
| 1. Corruption as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Bribery as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. The offence of cheating the Revenue as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. The offence of conspiracy to defraud as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Fraud as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Theft as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Fraudulent trading as defined by the legislative or judicial bodies in your jurisdiction.
 |   |  |
| 1. Fraudulent evasion as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Destroying, defacing or concealing of documents or procuring the execution of a valuable security as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. The possession of articles for use in frauds as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Any offence considered to be Counter Terrorism as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Money laundering as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Any Sexual Offences as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Drug trafficking as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |

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

|  |  |  |
| --- | --- | --- |
| **Please Mark ‘X’ In the Relevant Box** | **Yes** | **No** |
| 1. You are / your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;
 |  |  |
| 1. You are / your organisation is guilty of grave professional misconduct, which renders its integrity questionable;
 |  |  |
| 1. You are / your organisation has entered into agreements with other economic operators aimed at distorting competition;
 |  |  |
| 1. the prior involvement of yourself / your organisation in the preparation of the procurement procedure has resulted in a distortion of competition;
 |  |  |
| 1. you / your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions.
 |  |  |

1. Terms and Conditions

Please delete ‘Yes’ / ‘No’ as applicable.

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

1. Legal comments table

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

|  |  |  |
| --- | --- | --- |
| **Clause/Paragraph /Schedule** | **Summary of Issue** | **Suggested Revisions** |
|  |  |  |
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1. Code of Ethics [pass/fail]

Please delete ‘Yes’ / ‘No’ as applicable.

|  |  |  |
| --- | --- | --- |
| (a) | Please confirm that you/your organisation agrees to and has signed, dated and attached the Code of Ethics (Appendix 2)  | Yes/No  |
| (b) | Please confirm that you/your organisation agrees to sign the attached the Non-Disclosure Agreement, should they be successful (Appendix 3)  | Yes / No |

Part 3 – Technical Questionnaire

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

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

* Applicants are requested to provide explanations, including evidence of their expertise and experience against each of the questions outlined below.
* The questions below are worth **70%** of the total score. The individual question weightings are set out in the weighting column.
* The following formula will be applied for each question:
	+ Points Scored ÷ Points Available × % weighting
	+ The scores for each of the questions will be added to give a total Technical/Quality Score
* Unanswered questions or sections that are left blank shall be awarded a 0.

**Please answer all questions in a separate document through an Expression of Interest.**

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

|  |  |  |
| --- | --- | --- |
| **Q** | **Criteria** | **% (out of 70)\*** |
| 1 | 7+ years professional experience in KM, including researching, creating, implementing, and evaluating KM systems and tools | 5% |
| 2 | Experience creating and implementing KM strategic plans in an intergovernmental international organisation setting | 15% |
| 3 | In-depth knowledge of KM tools, best practices, and trends in the field | 15% |
| 4 | Demonstrated experience conducting similar organisational assessments in at least two instances, as an independent consultant | 15% |
| 5 | Excellent analytical, writing and synthesis skills | 10% |
| 6 | Excellent presentation and facilitation skills, and verbal and written communication skills | 10% |

Part 4 – Pricing

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

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

The maximum daily fee rates can not normally exceed £500 inc VAT.

The pricing makes up **30%** of the total scoring criteria.

An example of the pricing structure can be found below:

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

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

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

Payments will be made in line with the schedule of deliverables outlined above and upon successful completion of the milestones, upon receipt of the Secretariat’s written approval of all agreed deliverables and upon submission of a compliant invoice. All invoices will be sent to p.kanzaria@commonwealth.int.

All invoices must include the contract number and purchase order number.

If VAT is chargeable, all invoices must quote the VAT Registration Number.

Payment Schedule

**Payment Schedule**

|  |  |
| --- | --- |
| **Payment Schedule** | **Deliverables** |
| 20% | Inception Report outlining how the assignment will be conducted (within 2 weeks of commencement) |
| 50% | Interim reporting including Mapping; Gap Analysis, Theory of change and recommendations to amendments on roadmap. To be submit as editable document and presented to KMWG |
| 30% | Final report incorporating feedback. |

Part 5 – Clarifications of bids

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

|  |  |
| --- | --- |
| Please confirm your availability/willingness to take part in a clarification session of your bid at your own expense on the estimated dates specified in the Quote Timeline (Section 5). A meeting, if required, would be conducted remotely or at the Secretariat’s offices at Marlborough House, Pall Mall, London and should take no longer than a maximum of two hours. | Yes/No  |

Appendices

**Appendix 1 - General Terms and Conditions**



[Download](http://thecommonwealth.org/sites/default/files/inline/CommonwealthSecretariatTermsandConditionsContract.pdf%22%20%5Ct%20%22_blank)

**Appendix 2 - Code of Ethics**

<https://thecommonwealth.org/sites/default/files/inline/CODE-OF-ETHICS-Nov19.pdf>

**Appendix 3 - NDA**



1. monitored and evidenced for the embedding of KM over the 4 year strategic period. The audit will based as baseline for this monitoring. [↑](#footnote-ref-2)