**Clarification Questions/Answers**

| Q 1: | The ITT indicates an expectation of 60 working days for the total of 6 countries to be reviewed. This is 10 days per country to include (1) desk research, (2) data collection and analysis, (3) report drafting and (4) report revision/conclusion. That comes to approximately 2.5 working days for each phase, which appears highly inadequate for an assignment of this expectation. One would expect at least a doubling of these provisions. |
| A 1: | Consultants are at liberty to submit workplan for a period not exceeding 60 working days with overall assignment to be completed. |
| Q 2: | The first draft is expected after 30 working days. This would require the effective completion of the consultants fieldwork and report drafting (phases 1 to 3) for each country on a budget of 5 working days per country and 1.7 days per work phase. This appears seriously inadequate for the assignment. In addition, the use of the term “working days” in the timeline is confusing. I would have expected “calendar days” to illustrate the elapsed time within which the working days would be expected to be deployed. For this assignment, I would ask that the drafting be expected after 80-90% of the calendar period with the report revisions utilising the remaining 10-20%. |
| A 2: | Please note that the ITT timetable and payment schedule are all indicative at the time of going out to tender. These timelines maybe subject to change or negotiated with the successful bidder. |
| Q 3: | The illustrative work plan below, provides for overlapping of work in different countries whilst allowing for adequate supervision and quality control as well as the challenges of securing interviews, survey and focus group participation. It suggests that a calendar period of 4.5 to 5 months may be more appropriate. |
The estimated timeframe of 60 working days should ordinarily be adequate as some of the member states are in the initial phases of the ERM implementation thus the time allocated will not necessarily be spread evenly across the six member states.

Q 4:
The ITT indicates that proposals submitted by an individual leading a team of support associates are welcome (page 5). Yet it details significant and onerous corporate requirements on pages 12 to 15. Please clarify the applicability of these requirements to a bid from an individual.

A 4:
Individual bidders are to complete the invitation to tender (ITT) documents, where appropriate.

Q 5:
Nevertheless, we note the requirement under scope of work that provides that 'The selected consultant would not be required to travel to the designated countries in undertaking the assignment although s/he may choose to do so. Nevertheless, consultants demonstrating local presence or partnerships in three or more of the listed countries, which would facilitate the ease of obtaining accurate and reliable information, would have an added advantage.'

Further, in the technical evaluation criteria, this requirement is among other qualities that carry a weighted score of 20%, whereas, in the above clause, it stated that it would only be an added advantage.

A 5: Whilst travel to the designated countries is not necessarily required, it is essential that as an alternative, local presence or partnership is demonstrated. Thus, bids demonstrating such will attract additional scores in this aspect.

Q 6:
I would also like to confirm if it would be appropriate to partner with a research firm with presence in the various countries while we provide the expertise on Risk management.

A 6:
Potential bidders can partner with other firms, provided they are presented as a single entity.

Q 7:
The document indicates that the response can either be as a firm or as an individual consultants. In that regard we have noted the following two mandatory requirements that we intended to seek clarification on their application to an individual consultant?

1.4 Insurance requirements and 1.8 Policies/Accreditations

A 7:
Per the invitation to tender (ITT) instructions, firms or individual bidders should complete sections where appropriate. In this requirement, accreditations in Risk Management is an added advantage.